



# FISCAL YEAR 2005 ANNUAL REPORT

*“Opening Doors and Creating Opportunities  
for Minority-and Women Owned Businesses.”*



**Mitt Romney**  
**Governor**

Kerry Healey  
Lieutenant Governor

Ellen Bickelman  
State Purchasing Agent

Monserate Quiñones  
Executive Director  
Affirmative Market Program

# FISCAL YEAR 2005 AFFIRMATIVE MARKET PROGRAM ANNUAL REPORT

## TABLE OF CONTENTS

Message from Governor Mitt Romney and Lieutenant Governor Kerry Healy .....	3
Message from Thomas H. Trimarco, Secretary for Administration and Finance .....	4
Message from Ellen Bickelman, State Purchasing Agent .....	5
Message from Monserrate Quiñones, AMP Executive Director .....	7
Message from the AMP Business Advisory Board .....	8

## STATEWIDE SUMMARY

Executive Summary .....	10
Affirmative Market Program FY05 Highlights .....	13
Fiscal Year 2003 – 2005 - Historical Spending Trend - <i>Goods and Services</i> .....	16
Fiscal Year 2003 – 2005 - Historical Spending Trend– <i>Construction and Design</i> .....	22
FY05 Statewide Expenditure Summary - <i>Goods and Services</i> .....	34
FY05 Statewide Summary - <i>Construction and Design</i> .....	37

## SECRETARIAT NARRATIVES AND DATA

Executive Office of the Governor .....	41
Executive Office for Administration and Finance .....	44
▪ Operational Services Division .....	51
▪ Division of Capital Asset Management and Maintenance .....	53
Executive Office of Environmental Affairs .....	59
Executive Office of Health and Human Services .....	63
Executive Office of Public Safety .....	77
Executive Office of Transportation and Construction	
– <i>Goods &amp; Services</i> .....	84
– <i>Construction &amp; Design</i> .....	89
Massachusetts Turnpike Authority .....	92
Executive Office of Economic Development .....	104
Department of Education .....	113
Department of Housing and Community Development	
– <i>Goods &amp; Services</i> .....	116
– <i>Construction &amp; Design</i> .....	121
MassHousing	
– <i>Goods &amp; Services</i> .....	124
– <i>Construction &amp; Design</i> .....	129

## APPENDIX

Appendix A - AMP Business Advisory Board .....	133
Appendix B - Executive Order 390 .....	137
Appendix C - AMP Procurement Language .....	144
Appendix D - AMP Coordinator Job Description .....	160
Appendix E - Statewide AMP Coordinator Contact List .....	162



THE COMMONWEALTH OF MASSACHUSETTS  
EXECUTIVE DEPARTMENT

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MITT ROMNEY  
GOVERNOR

KERRY HEALEY  
LIEUTENANT GOVERNOR

May 2006

Dear Friends:

We are once again pleased to highlight the accomplishments of the Affirmative Market Program (AMP) in public contracting, pursuant to Executive Order 390, for fiscal year 2005. Since its inception in 1991, the AMP has made great advances in increasing the level of participation for minority- and women-owned businesses (M/WBEs) in the state contracting process. From fiscal year 2000 through 2005, we witnessed an annual increase in combined spending with M/WBEs in the area of Goods & Services ranging from – 1 percent to 40 percent. The AMP's mission is to expand opportunities for M/WBEs to do business with state entities and create successful partnerships that eliminate any barriers that impede the full participation of every citizen.

The Affirmative Market Program has tracked the spending of participating state entities with certified businesses and highlights their progress for fiscal year 2005 in this report. The AMP follows department spending with MBEs and WBES separately. Statewide expenditures with WBEs totaled \$204,234,687, an increase of \$28,986,925, or 17 percent over fiscal year 2004. Departments' total spending with MBEs was \$187,437,980, although there was a decrease from the previous year. The total dollars represented 4.46 percent of participating departments' discretionary spending.

This Administration remains determined in its commitment to addressing the fiscal challenges departments face, and will continue to implement initiatives that encourage diversifying our workforce and vendor pools for economic growth and opportunities throughout the Commonwealth. We will continue to make every effort to maximize business partnerships that flourish and help grow our economy. We want to ensure that every citizen has every opportunity to succeed in business throughout the Commonwealth of Massachusetts.

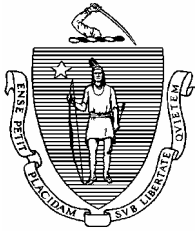
Sincerely,

A handwritten signature in black ink that reads "Mitt Romney".

Mitt Romney

A handwritten signature in black ink that reads "Kerry Healey".

Kerry Healey



THE COMMONWEALTH OF MASSACHUSETTS  
EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE

STATE HOUSE • ROOM 373

BOSTON, MA 02133

MITT ROMNEY  
GOVERNOR

KERRY HEALEY  
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THOMAS H. TRIMARCO  
SECRETARY

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May 2006

To: All Cabinet Secretaries, Agency Heads, Legislators, Affirmative Market Program Coordinators and Purchasing Agents

It is with great pleasure that I present the annual Affirmative Market Program (AMP) FY05 report which highlights the program's accomplishments toward promoting the advancement of Minority and Women Business Enterprises (M/WBE's) in public contracting. This is the 15<sup>th</sup> year of the AMP, which continues to make progress in fostering a diverse labor force in the Commonwealth. This Administration has promoted equal access in state contracting for all its citizens and we remain committed to the goals and objectives of Executive Order 390. This report describes many of our endeavors this year.

I am especially delighted to note that in FY05 the combined statewide M/WBE expenditures **in the area of goods and services** totaled \$391,672,667. This is an increase of \$23,946,967 or a 6.51% increase over the previous fiscal year expenditures of \$367,725,700. Also, in this fiscal year, 53 out of our 82 participating departments, or 65% met or exceeded their MBE benchmarks. Likewise, 61%, or 50 out of 82 participating departments, met or exceeded their WBE benchmarks.

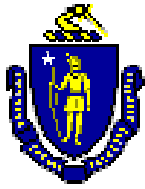
Although we are pleased with our many accomplishments, we will strive to expand on our successes. As we continue to address the fiscal challenges that lay ahead, we will move forward with creating initiatives to address the business concerns of the AMP and its participants, the minority and women business community. The AMP and its objectives have become part of the infrastructure of doing business with state entities and assuring every citizen benefits from all the opportunities that the Commonwealth has to offer.

Congratulations to the coordinators and Executive Director Monsi Quinones on a job well done. I look forward to continuing to work with the program.

Sincerely,

A handwritten signature in black ink, reading "Th H Trimarco".

Thomas H. Trimarco  
Secretary



**The Commonwealth of Massachusetts**  
**Executive Office for Administration and Finance**  
**Operational Services Division**  
**One Ashburton Place, Boston, MA 02108-1552**



<http://www.Comm-PASS.com>

Mitt Romney  
Governor

Thomas H. Trimarco  
Secretary

Kerry Healey  
Lieutenant Governor

Ellen Bickelman  
State Purchasing Agent

TO: Monserrate Quinones, Executive Director  
Affirmative Market Program

FROM: Ellen Bickelman, State Purchasing Agent

DATE: March 19, 2006

RE: **Affirmative Market Program**

FY 2005 was a productive and challenging year for the Affirmative Market Program as AMP department coordinators and the AMP Business Advisory Board worked diligently to maintain or improve upon past performance and to introduce new initiatives beneficial to minority and woman owned businesses. The commitment and dedication of those involved with AMP to increase Commonwealth contracting opportunities for certified minority and women- owned businesses is a critical factor to AMP's success. The presence of the AMP within the Operational Services Division has provided our procurement staff with an in-house resource to ensure that the AMP component is thoughtfully researched and included when OSD issues procurements for statewide contracts. AMP has also worked closely with Department AMP Coordinators and OSD's Quality Assurance Program to ensure that AMP is similarly emphasized in department procurements.

In fiscal year 2005, the combined total of M/WBE statewide expenditures for Goods and Services was \$391,672,667, an increase of \$23,946,967 or 6.51% over FY 2004 statewide spending. This is a significant increase and is a statistic that was being closely monitored throughout the year since the Commonwealth's FY 2004 spending with certified companies had decreased 1.38% over FY 2003. It is clear that the activities and efforts of public purchasers and the AMP Board were effective at increasing FY 2005 spend levels.

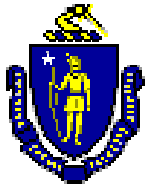
Some additional statistics and accomplishments:

- In Fiscal Year 2005 there was a total of 128 WBE's participating on statewide contracts (an increase of 12 over FY'04).
- In Fiscal Year 2005 there was a total of 95 MBE's participating on statewide contracts (a decrease of 6 from FY'04).
- In Fiscal Year 2005 there were a total of 223 M/WBE statewide Contracts (an increase of 6 over FY04).
- OSD recently issued new policy guidance that required, for small procurements defined as under \$50,000 where the purchaser must seek three quotes, at least one of those quotes must be requested from a minority or woman owned business (if the procurement is not posted on Comm-PASS).
- OSD statewide procurements are now issued with language that requires a strong significant AMP commitment in order to receive a statewide contract.
- The AMP Business Advisory Board has developed several new committees, including one focused on Outreach and Education. This committee has met with members of the Administration, Legislature (both House and Senate) and Community Leaders to explain the importance of the AMP and request their support.
- The Board sponsored the first Advanced Vendor Training Workshop to 50 certified M/WBEs.
- Free Business to Business Mentoring Program – The AMP Board expanded its successful mentoring program, providing advice and guidance to over 70 minority and woman owned businesses.

- The AMP Executive Director worked closely with the Quality Assurance Team at OSD to include objectives and performance measures as outlined in EO390 to be utilized when OSD Quality Assurance conducts departmental site visits.

I am continually impressed with the commitment and dedication of department AMP coordinators who work on AMP and at the annual accomplishments of the program. A special thanks to the Ellen Phillips, Deputy State Purchasing Agent, OSD's Procurement Directors, Procurement Managers and support staff who, without their help and endorsement, the goals of the AMP Program would be difficult, if not impossible, to attain.

I look forward to continuing to support the Affirmative Market Program and working with you and the AMP Coordinators on another successful year.



**The Commonwealth of Massachusetts**  
**Executive Office for Administration and Finance**  
**Operational Services Division**  
**One Ashburton Place, Boston, MA 02108-1552**



Mitt Romney  
Governor  
  
Kerry Healey  
Lieutenant Governor

<http://www.mass.gov/osd>  
Thomas H. Trimarco  
Secretary  
  
Ellen Bickelman  
State Purchasing Agent

To: All Executive Branch Department Agency Heads, Affirmative Market Program Coordinators and Minority & Women-Owned Businesses

From: Monserrate Quinones, Executive Director, Mass. Affirmative Market Program

Date: May, 2006

The Commonwealth's Affirmative Market Program (AMP) is pleased to outline in this annual report its successes for fiscal year 2005. The AMP team made up by the Business Advisory Board, Department Coordinators and Procurement Managers are committed to meeting and expanding program benchmarks for this year. Some program services and events in the fiscal year included:

- The Vendor Procurement Educational Workshops
- The "Meet the Vendor" Program for Departments
- The Business to Business Mentoring Program for M/WBEs
- The Meet the "M/WBE Vendor" Fiscal Year Kick Off Statewide Event
- The Outreach Initiative for Public Officials and M/WBEs
- The One-On-One Vendor Assistance Program
- The annual AMP Legislative Breakfast

All department coordinators have been appointed to ensure the effective implementation and management of this program in addressing obstacles that impede the full participation of certified Minority- and Women-Owned Businesses in the state contracting system. The following accomplishments are noteworthy.

**Minority-Owned Business Enterprises:**

- The FY05 MBE Statewide Discretionary Budget for AMP participating state entities was \$4,207,355,662, MBE spending of \$187,437,980 represents 4.46% of this total.
- Fifty-three of 82 Departments or 65% met MBE Goods and Services benchmarks for FY05.
- FY05 Subcontractor spending was \$25,746,513 or 13.74% out of \$187,437,980 total use of MBE vendors.

**Women-Owned Business Enterprises:**

- The FY05 WBE statewide discretionary budget for AMP participating state entities was \$4,207,355,662; WBE spending of \$204,234,687 represents 4.85% of this total in Goods and Services.
- The FY05 WBE spending of \$204,364,687 is a \$28,986,925 or 17% increase over the FY04 Spending of \$175,377,762.
- FY05 Subcontractor spending was \$29,635,495 or 14.51% out of \$204,234,687 total use of WBE vendors.

**Combined M/WBE Spending for Goods & Services:**

- The FY05 M/WBE combined statewide spending in the area of goods & services totaled \$391,672,667, an increase of \$23,946,967 or 6.51% over FY04 statewide spending.

Thank you for another successful year. I look forward to working together with each of you in FY06.



May, 2006

## AN UPDATE...

From The Affirmative Market Program's Business Advisory Board

The Affirmative Market Program's (AMP) Business Advisory Board hereby presents a report on its activities and progress for Fiscal Year 2005. During FY05 the Board continued to work closely with representatives from the Governor's Office, the Massachusetts Caucus of Women Legislators, the Massachusetts Black Legislative Caucus, Monsi Quinones, the Executive Director for the Affirmative Market Program (AMP), the State Purchasing Agent, staff from the Operational Services Division (OSD), AMP Department Coordinators and the certified vendor community to ensure that women and minority businesses not only have the opportunity to know about available contracts in the state's contracting system but that they also have the opportunity to bid on and be awarded these contracts.

The foundation of the Affirmative Market Program is the Governor's Executive Order 390. The intent of this executive order is to promote equality in the market and, to that end, to encourage full participation of minority- and women-owned businesses in all areas of state contracting, including contracts for construction, design, goods and services.

Throughout fiscal year **2005** the Advisory Board worked to insure that the Affirmative Market Program persisted in its primary mission under the executive order to increase participation of all women and minorities in business within the procurement system. In our quest, we fully realize that without the continuous aid and support of all stakeholders mentioned above, the AMP could not achieve these important objectives. In fact, the millions of dollars the Commonwealth currently spends doing business with women and minority businesses for goods, services, including health and human services, construction and design contracts are the best evidence of all our endless efforts.

We must insure that this Affirmative Market Program continues to represent the interests of all state certified businesses vis-à-vis its initiatives that support executive branch agencies in achieving their spending benchmarks. Some examples of the contributions and output executed by our Board in our efforts to maximize positive outcomes for the certified vendor community include the following.

### **AMP Business Advisory Board FY 05 Initiatives:**

- **Outreach & Education**  
Meeting with members of the Administration, Legislature (House & Senate) and Community Leaders
- **Funding the AMP**  
Working with the Legislature to obtain program funding in the state budget
- **Statewide Events: Annual Legislative Breakfast**  
In FY05 – Event was attended/represented by 77 Legislators
- **Free Business to Business Mentoring Program**  
To date over 70 M/WBEs have been assisted
- **Advanced Vendor Training Workshop**  
Sponsoring the Board led training for certified vendors  
2<sup>nd</sup> Training offered to 50 certified M/WBEs familiar with state bidding process

Next fiscal year the Board plans to participate in first Statewide Dept. Head Meeting. The purpose of this initiative is to assist executive branch departments and coordinators in meeting their fiscal year benchmarks. We will be reporting more on this new effort next year.



# Affirmative Market Program



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# EXECUTIVE SUMMARY

## INTRODUCTION AND SUMMARY OF FINDINGS

The FY05 Affirmative Market Program Annual Report highlights the Commonwealth's procurement activity with SOMWBA certified Minority-and Women Business Enterprises (M/WBEs) from July 1, 2004 through June 30, 2005.

One of the major functions of the AMP is its enforcement of *Executive Order 390* (see Appendix A). In this capacity the AMP is responsible for tracking participating AMP department procurement expenditures in the areas of goods, services, construction and design with certified M/WBEs. One of the integral components and quantitative tools the AMP Executive Director uses each fiscal year to monitor department performance and participation with M/WBEs is an established benchmarking process. Each participating AMP department/authority establishes a separate dollar benchmark at the beginning of each fiscal year individually for MBEs and WBEs. These dollar benchmarks allow the AMP executive director, coordinators, and their respective departments to track expenditure achievements at the end of the given fiscal year.

It is important to note that expenditures tracked and reported in the statewide totals as highlighted in the FY05 Annual Report are state dollars only. Agencies that include federal dollars as part of their overall budget and have spent federal dollars with M/W/DBEs have the opportunity to include such information as part of their Secretariat Narratives; however those expenditures are not reflected in our totals. The participating Secretary or Department Head submits the Secretariat Narratives you will find throughout the FY05 Report to the AMP executive director. These narratives provide further detail and information in relation to the final M/WBE expenditures and benchmark achievement for their respective agencies under the Secretariat umbrella. Often times, the expenditures reported to the AMP, do not reflect the concerted effort or the commitment of its staff to our M/WBE community and our program. In certain instances, a department's inability to meet its M/WBE benchmarks can be attributed to several outside factors. Below, we have cited just a few examples:

- A certified vendor is up for re-certification; however the vendor opts not to submit the required documentation, therefore losing its M/WBE status. The vendor may continue doing business with the Commonwealth; however the AMP can no longer track those expenditures, as they do not account for AMP spending.
- In the middle of a fiscal year a certified vendor is purchased by a non-minority and/or woman-owned entity. If the new ownership of the business does not comprise at least 51% minority or woman owned it does not meet the certification criteria.
- A certified vendor decides to no longer be in business.

These are just a few examples of the challenges that some of our participating state entities may face during the fiscal year in relation to meeting their established MBE and WBE spending benchmarks. The AMP Executive Director continues to assist department coordinators overcome these and other challenges via some of the following methods:

- Helping to increase M/WBE vendor pools
- Assisting with economic development strategies and/or activities
- Developing contracting policies and procedures that maximize M/WBE access
- Educating prime contractors on the importance of the AMP and the development of subcontracting relationships and partnerships with M/WBEs.

Statewide, FY05 proved to be a challenging year for the Commonwealth's Affirmative Market Program and the certified community that it assists. However, despite these challenges the Commonwealth's FY05 WBE expenditures increased considerably by \$28,986,925 or 17% over FY04 spend. MBE expenditures decreased slightly by \$4,909,958 or 2.62% compared to FY04 spending. Although there was a decrease with MBE spending from the previous year the total dollars represented 4.46 percent of participating departments' discretionary spending. AMP entities remain steadfastly committed to the advancement of *Executive Order 390* and the concerns of the certified vendor community.

The contents of the FY05 Affirmative Market Program Annual Report provides further insight and information into each Secretariat's unique procurement needs and relationships with M/WBEs. Additionally, benchmark achievement information for individual departments represented by the Secretariat is also reported in detail.

The following table highlights those Secretariats whose combined department totals met or exceeded their Secretariat M/WBE Benchmarks for FY05.

#### **FY05 Secretariat AMP Benchmark Achievement**

<b>Secretariat</b>	<b>MBE Benchmark</b>	<b>WBE Benchmark</b>
Executive Office of the Governor	✓	✓
Executive Office for Administration & Finance	✓	✓
Executive Office of Environmental Affairs	✓	✓
Executive Office of Health & Human Services		✓
Executive Office of Public Safety		✓
Executive Office of Transportation & Construction	✓	✓
Massachusetts Turnpike Authority		
Executive Office of Economic Development	✓	
Department of Education	✓	
Department of Housing & Community Development		
MassHousing	✓	

✓ *met or exceeded benchmark*

## MINORITY BUSINESS ENTERPRISE FISCAL YEAR 2005 HIGHLIGHTS

	FY03	FY04	FY05
GOODS & SERVICES	\$191,128,099	\$192,347,938	\$187,437,980
CONSTRUCTION	\$53,089,932	\$57,593,046	\$52,696,616
DESIGN	\$26,597,566	\$29,024,672	\$5,416,714
<b>TOTAL</b>	<b>\$270,815,597</b>	<b>\$278,965,656</b>	<b>\$245,551,310</b>

- The FY05 MBE Statewide Discretionary Budget for AMP participating state entities was \$4,207,355,662, MBE spending of \$187,437,980 represents 4.46% of this total.
- Fifty-three of 82 Departments or 65% met MBE Goods and Services benchmarks for FY05.

**We are excited to note that there were significant MBE Expenditure increases for several Secretariats in FY05. Here are just a few examples:**

- The Executive Office Health and Human Services Secretarial FY05 MBE expenditures of \$168,423,206 account for 90% of the total statewide MBE expenditures of \$187,437,980.
- The Executive for Administration and Finance Secretarial FY05 MBE expenditures of \$4,972,304 in FY05 account for a 30% increase over its FY04 MBE expenditures of \$3,470,558.
- The Executive Office of Transportation and Construction Secretarial increased its MBE spending by 3% in FY05, from \$922,589 to \$951,271.
- Six out of 11 Secretariats or 55% met MBE Goods and Services benchmarks for FY05.

## WOMEN BUSINESS ENTERPRISE FISCAL YEAR 2005 HIGHLIGHTS

	FY03	FY04	FY05
GOODS & SERVICES	\$181,671,627	\$175,377,762	\$204,234,687
CONSTRUCTION	\$17,344,174	\$28,376,739	\$54,421,041
DESIGN	\$1,378,590	\$2,132,004	\$1,308,183
<b>TOTAL</b>	<b>\$200,394,391</b>	<b>\$205,886,505</b>	<b>\$259,963,911</b>

- Fifty of 82 Departments or 61% met WBE Goods and Services benchmarks for FY05.

**We are excited to note the following FY05 accomplishments of our Secretariats with WBEs. Here are a few examples:**

- The FY05 WBE statewide discretionary budget for AMP participating state entities was \$4,207,355,662, WBE spending of \$204,234,687 represents 4.85% of this total in Goods and Services.
- The FY05 WBE spending of \$204,364,687 is a \$28,986,925 or 17% increase over the FY04 Spending of \$175,377,762.

- The FY05 WBE expenditures in Construction contracting totaled \$54,421,041 an increase of 26,044,302 or 92% over FY04.
- In FY05, 55% or 6 out of 11 participating Secretariats met or exceeded their WBE benchmark.
- The Executive Office Health and Human Services (EOHHS) FY05 WBE expenditures of \$182,602,202 account for 89.34% of the total statewide WBE expenditures of \$204,234,687. EOHHS increased its WBE Spending 18% or \$33,196,516 over FY04.
- The Office of the Governor increased its FY05 WBE Goods and Services expenditures by 37% from \$49,114 in FY04 to \$67,172 in FY05.

## **FISCAL YEAR 2005 AFFIRMATIVE MARKET PROGRAM HIGHLIGHTS**

The Affirmative Market Program's fifth year at the Operational Services Division has been a great success. Initiatives led by the AMP Business Advisory Board are major accomplishments to mention including the Business to Business Mentoring initiative, the Outreach Initiative, and the Department Benchmark Assistance initiative. The mentoring initiative started in FY04 and thus far has assisted nearly 80 minority- and women-owned businesses with providing support in the area of technical assistance, marketing approaches, the state bidding process to name some. The AMP Board's mission to assist and support departments and their coordinators with outreach to the certified business community has allowed for the continued growth in spending on a statewide level.

### **The Following Departments Increased and Exceeded Fiscal Year 05 Benchmarks:**

#### MBE & WBE BENCHMARKS

Chief Medical Examiner  
 Department of Conservation and Recreation  
 Department of Mental Retardation  
 Department of Social Services  
 Department of Youth Services  
 Executive Office for Administration and Finance  
 Executive Office of Health and Human Services  
 George Finegold Library  
 Mass Aeronautics Commission  
 Office of Refugees and Immigrants  
 State Reclamation Board

#### MBE BENCHMARKS

Bureau of State Office Buildings  
 Civil Service Commission  
 Criminal History System Board  
 Criminal Justice Training Council  
 Department of Agricultural Resources  
 Department of Education  
 Division of Unemployment Assistance  
 Executive Office of Public Safety and Homeland Security  
 Mass. Rehabilitation Commission  
 MassHousing  
 Office for Child Care Services

Registry of Motor Vehicles

WBE BENCHMARKS

Mass Emergency Management Agency  
Mass Rehabilitation Commission  
Office of Child Care Services

**The Following Departments Met Fiscal Year 05 Benchmarks (Based on their 2-yr. Average Spend)**

MBE & WBE BENCHMARKS

Administrative Law Appeals  
Appellate Tax Board  
Apprentice Training  
Department of Business and Technology  
Department of Elder Services  
Department of Industrial Accidents  
Department of Public Health  
Department of Revenue  
Department of Transitional Assistance  
Department of Veteran's Services  
Department of Workforce Development  
Disabled Persons Protection Commission  
Division of Health Care Finance and Policy  
Executive Office of Economic Development  
Executive Office of Environmental Affairs  
Holyoke Soldiers' Home  
Human Resource Division  
Massachusetts Office on Disability  
Parole Board

MBE BENCHMARKS

Board of Conciliation and Arbitration  
Bureau of State Office Buildings  
Department of Education  
Department of Public Safety  
Department of Social Services  
Dept. of Telecommunications and Energy  
Division of Energy Resources  
Division of Insurance  
Division of Professional Licensure  
Division of Standards  
Group Insurance Commission  
Joint Labor Management Committee  
Mass Commission against Discrimination  
Mass Highway Department  
Merit Rating Board  
Public Employee Retirement Adm. Comm.  
State Racing Commission

WBE BENCHMARKS

Criminal Justice Training Council  
Department of Environmental Protection  
Department of Mental Health  
Division of Capital Asset Management and Maintenance

Division of Banks  
Executive Office of Transportation and Construction  
Office of the State Comptroller  
Sex Offender Registry Board  
Teachers Retirement Board

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# **FISCAL YEAR 2003-2005**

## **HISTORICAL SPENDING TREND BY SECRETARIAT**

### **GOODS & SERVICES**

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The following table highlights those Secretariats whose combined department totals met or exceeded their Secretariat M/WBE Benchmarks for FY03 through FY05.

**FY03-05 Secretariat AMP Benchmark Achievement**

Secretariat	MBE Benchmark	WBE Benchmark
Executive Office of the Governor	✓	✓
Executive Office for Administration & Finance	✓	✓
Executive Office of Environmental Affairs		✓
Executive Office of Health & Human Services		✓
Executive Office of Public Safety		✓
Executive Office of Transportation & Construction		
Massachusetts Turnpike Authority		
Executive Office of Economic Development	✓	
Department of Education		
Department of Housing & Community Development		
MassHousing	✓	

✓ *met or exceeded benchmark*

**The Following Departments Increased and Exceeded Fiscal Year Benchmarks for FY03 – FY05:**

MBE & WBE BENCHMARKS

Department of Social Services

MBE BENCHMARKS

Department of Mental Retardation

Mass. Rehabilitation Commission

Division of Unemployment Assistance (formerly Division of Employment and Training)

WBE BENCHMARKS

Mass Emergency Management Agency

Office of Child Care Services

State Reclamation Board

**The Following Departments Met Fiscal Year Benchmarks for FY03 – FY05 (Based on their 2-yr. Average Spend)**

MBE BENCHMARKS

Department of Elder Services

Department of Industrial Accidents

Merit Rating Board

WBE BENCHMARKS

Division of Capital Asset Management and Maintenance

Office of the State Comptroller

Department of Mental Health

Division of Banks

# HISTORICAL SPENDING TREND GOODS & SERVICES FY03-FY05

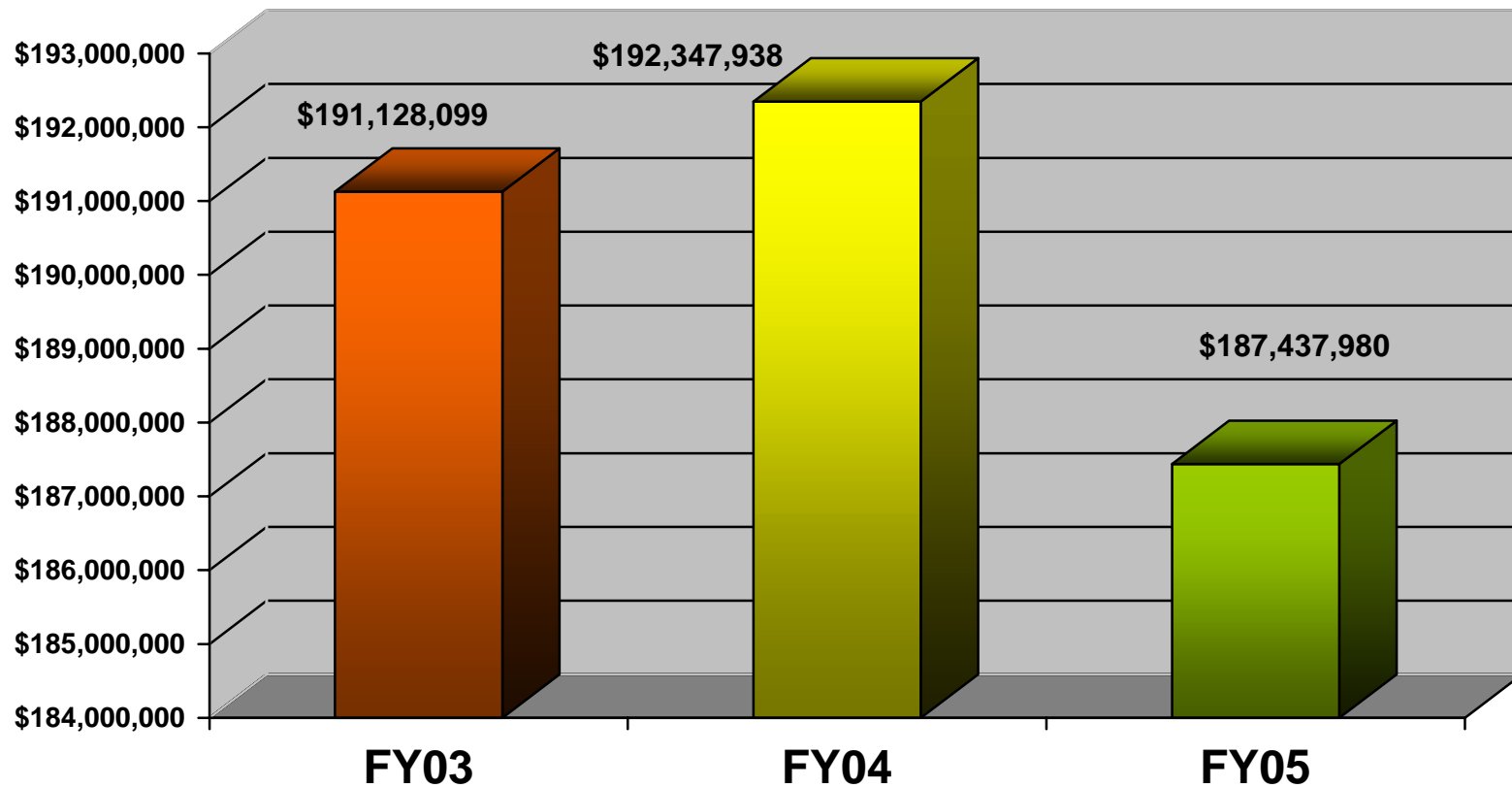
MINORITY BUSINESS ENTERPRISES STATEWIDE EXPENDITURES			
	FY03	FY04	FY05
Office of the Governor	\$43,477	\$81,478	\$79,607
Executive Office for Administration & Finance	\$4,711,115	\$3,470,588	\$4,972,304
Executive Office of Elder Affairs	\$16,009,305	*	*
Executive Office of Environmental Affairs	\$1,500,296	\$909,700	\$3,322,363
Executive Office of Health and Human Services	\$156,958,767	\$176,885,407	\$168,423,206
Executive Office of Public Safety	\$6,791,618	\$5,085,491	\$5,365,150
Executive Office of Transportation and Construction (EOTC)	\$569,209	\$922,589	\$761,141
Massachusetts Turnpike Authority	\$266,448	\$434,860	\$292,543
Executive Office of Economic Development	\$30,231	\$1,709,518	\$1,798,094
Department of Education	\$1,398,886	\$1,326,596	\$1,463,440
Department of Housing and Community Development	\$36,563	\$165,038	\$51,997
Department of Labor and Workforce Development	\$1,350,117	**	**
Office of Consumer Affairs and Business Regulations	\$276,136	**	**
MassHousing	\$1,185,931	\$1,356,703	\$908,135
<b>STATEWIDE TOTAL</b>	<b>\$191,128,099</b>	<b>\$192,347,938</b>	<b>\$187,437,980</b>

\* In FY04 Elder Affairs became Part of EOHHS

\*\*In FY04 Labor and Workforce Development & Office of Consumer Affairs and Business Regulations became part of Department of Business and Technology.

**HISTORICAL SPENDING TREND  
GOODS & SERVICES  
FY03-FY05**

**3 Year AMP Statewide Trend  
MBE Goods and Services Statewide Expenditures**

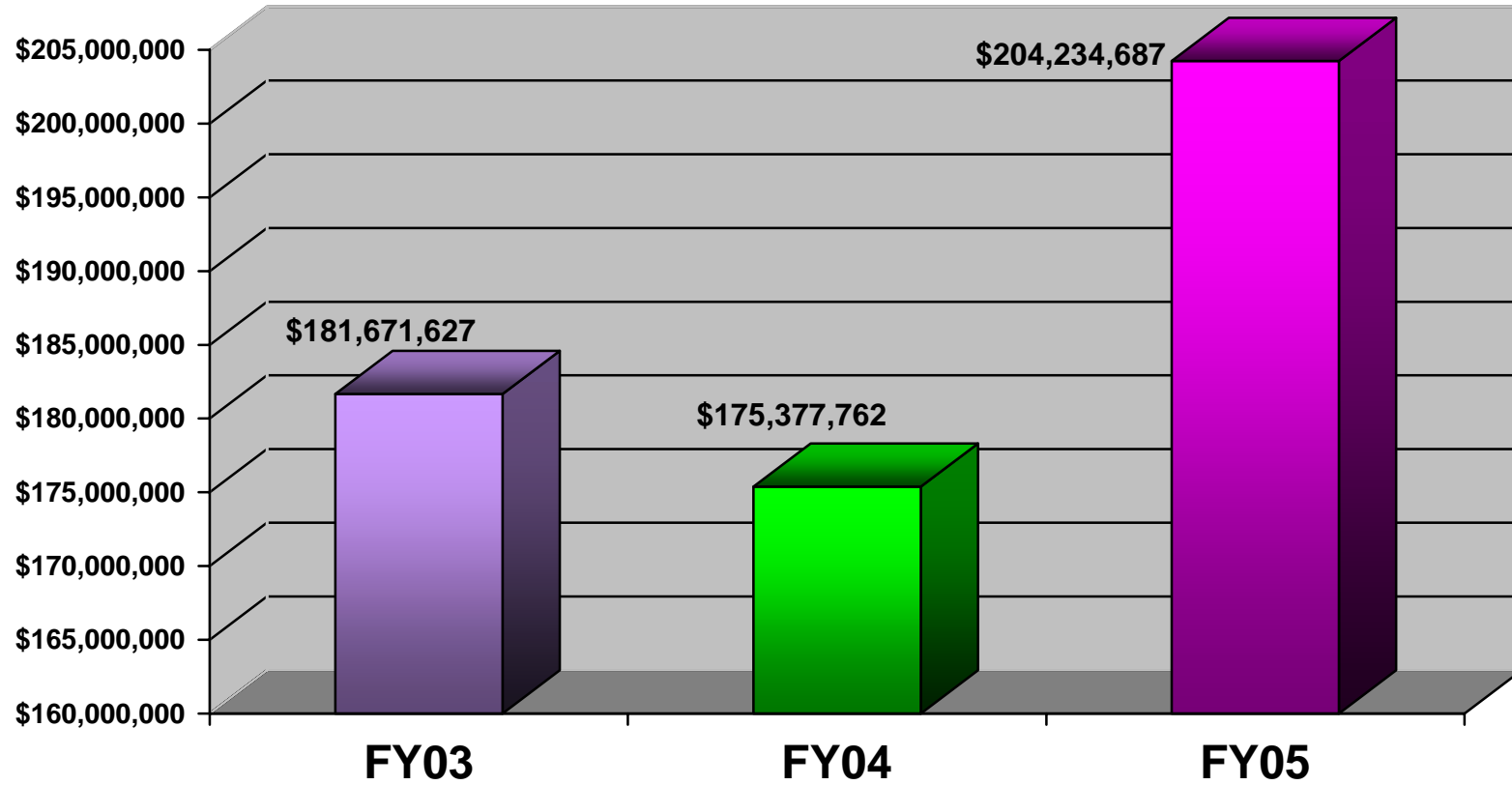


<b>WOMEN BUSINESS ENTERPRISES STATEWIDE EXPENDITURES</b>			
	<b>FY03</b>	<b>FY04</b>	<b>FY05</b>
Office of the Governor	\$32,399	\$49,114	\$67,172
Executive Office for Administration & Finance	\$4,803,813	\$6,103,183	\$5,959,731
Executive Office of Elder Affairs	\$3,930,157	*	*
Executive Office of Environmental Affairs	\$3,257,445	\$3,231,297	\$3,850,729
Executive Office of Health and Human Services	\$154,115,722	\$149,405,686	\$182,602,202
Executive Office of Public Safety	\$5,518,259	\$6,356,326	\$5,147,453
Executive Office of Transportation and Construction	\$1,368,707	\$778,356	\$736,910
Executive Office of Economic Development	\$944,212	\$4,711,371	\$626,254
Department of Education	\$849,381	\$1,223,806	\$3,527,625
Department of Housing and Community Development	\$581,635	\$459,607	\$932,049
Department of Labor and Workforce Development	\$3,201,494	**	**
Office of Consumer Affairs and Business Regulations	\$607,719	**	**
MassHousing	\$898,897	\$1,116,821	\$423,611
Mass Turnpike Authority (MTA)	\$1,561,787	\$918,818	\$360,951
<b>STATEWIDE TOTAL</b>	<b>\$181,671,627</b>	<b>\$175,377,762</b>	<b>\$204,234,687</b>

\* In FY04 Elder Affairs became Part of EOHHS

\*\* In FY04 Labor and Workforce Development & Office of Consumer Affairs and Business Regulations became part of Department of Business and Technology.

### 3 Year AMP Statewide Trend WBE Goods & Services Statewide Expenditures



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# **FISCAL YEAR 2003-2005**

## **HISTORICAL SPENDING TREND**

### **CONSTRUCTION & DESIGN**

## **SUMMARY OF MBE EXPENDITURES & AWARDS**

## Historical Spending Trend for Construction and Design Expenditures Minority Business Enterprise

### Division of Capital Asset Management and Maintenance

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY03	186,865,385	19,309,482	10.33%	22,837,697	3,292,797.08	14.42%
FY04	169,367,946	19,831,122	11.71%	20,237,315	2,181,134	10.78%
FY05	171,123,218	13,192,422	7.71%	18,241,786	1,761,896	9.66%

### Department of Housing and Community Development

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY03	44,944,901	5,236,025	11.65%	7,316,612	1,829,153	25%
FY04	40,866,975	4,626,142	11.32%	6,652,763	1,463,607	22%
FY05	38,246,403	4,589,568	12.00%	6,226,158	1,432,016	23%

### \*Public Access Board

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY04	1,549,067	105,127	6.79%	14,007	0	0.00%
FY05**						

\*PAB is a new agency and did not report in FY03. \*\*PAB did not provide data to AMP for FY05

### MassHousing

		CONSTRUCTION**			DESIGN***	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY03*	90,549,588	24,625,488	27.20%	25,194,145	20,691,648	82%
FY04	137,296,910	28,978,181	21.11%	28,705,658	23,832,865	83.02%
FY05	104,124,197	\$26,822,597	25.76%	0	0	

\*Award dollars for Minority and Women Enterprises are counted in both Women and Minority Business categories.

\*\*MassHousing Portfolio Construction Dollars Only

\*\*\*MassHousing/HUD Demonstration Design Data Only

### Executive Office of Transportation and Construction

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY03	33,432,635	3,918,936	11.72%	9,142,7556	783,968	.86%
FY04	26,841,216	1,785,172	6.65%	12,581,847	1,540,789	12.25%
FY05	461,807,957	6,049,383	1.13%	13,156,743	2,200,898	16.73%

**Massachusetts Turnpike Authority**

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY03	15,852,929	1,297,277	8.18%	631,343	0.00	0.00%
FY04	30,165,484	2,267,301	7.52%	799,019	6,277	.79%
FY05	2,949,715	2,042,646	69.25%	21,904	21,904	100%

**Combined Statewide Summary**

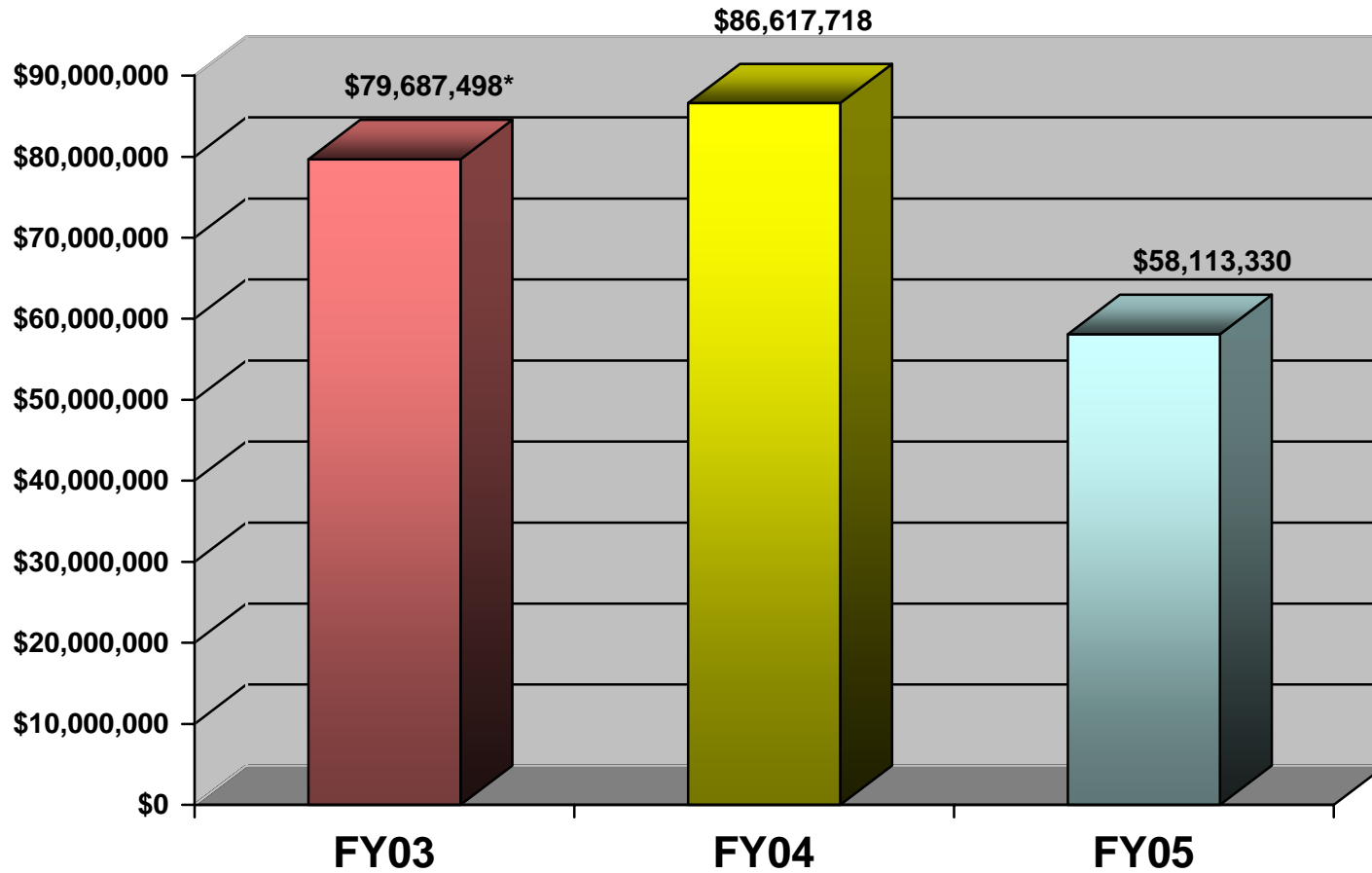
Includes:

Division of Capital Asset Management and Maintenance  
 Department of Housing and Community Development  
 Public Access Board (for FY04 only)  
 Executive Office of Transportation and Construction  
 Massachusetts Turnpike Authority  
 MassHousing

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY03	355,792,510	53,089,932	14.92%	64,491,209	26,597,566	41.24%
FY04	406,087,598	57,593,046	14.18%	68,990,609	29,024,672	42.07%
FY05	778,251,490	52,696,616	6.77%	37,646,591	5,416,714	14.39%



### 3 Year AMP Statewide Trend MBE Construction and Design Statewide Expenditures



## Historical Spending Trend for Construction and Design Awards Minority Business Enterprise

### Division of Capital Asset Management and Maintenance

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Awards	Awards	Attained		Awards	Attained
FY03	109,262,249	17,462,650	15.98%	7,443,940	1,893,478	25.44%
FY04	101,790,441	9,699,837	9.53%	4,325,159	630,850	14.59%
FY05	165,985,079	18,922,299.01	11.40%	8,993,582	622,647	6.92%

### \*Public Access Board

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Awards	Awards	Attained		Awards	Attained
FY04	1,961,072	174,691	8.91%	72,030		0.00%
FY05**						

\*PAB is a new agency and did not report in FY03. \*\*PAB did not provide data to AMP for FY05

### Department of Housing and Community Development

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Awards	Awards	Attained		Awards	Attained
FY03	16,839,010	1,516,762	9.01%	2,057,607	120,000	5.83%
FY04	66,504,698	5,001,153	7.52%	1,508,819	52,769	3.50%
FY05	42,962,725	6,719,565	15.64%	2,716,928	445,000	16.38%

### \*MassHousing

		CONSTRUCTION**			DESIGN***	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Awards	Awards	Attained		Expenditures	Attained
FY03	163,357,166	33,870,569	20.73%	26,199,365	21,335,061	81.43%
FY04	206,328,179	42,641,286	20.67%	29,641,056	27,512,329	92.82%
FY05	152,944,867	42,380,306	27.71%			

\*Award dollars for Minority and Women Enterprises are counted in both Women and Minority Business categories.

\*\*MassHousing Portfolio Construction Dollars Only

\*\*\*MassHousing/HUD Demonstration Design Data Only

### Executive Office of Transportation & Construction

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Awards	Awards	Attained		Awards	Attained
FY03	97,709,334	12,115,530	12.40%	15,106,820	997,500	6.60%
FY04	83,642,450	4,767,755	5.70%	4,650,477	0	0%
FY05	87,852,970	6,734,578	7.67%	27,404,463	1,335,000	4.87%

**Massachusetts Turnpike Authority**

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Awards	Awards	Attained		Awards	Attained
FY03	20,572,166	1,904,796	9.26%	0	0	N/A
FY04	30,300,421	2,092,861	6.91%	0	0	N/A
FY05	2,357,018	1,995,013	84.64%	0	0	N/A

**Combined Statewide Summary**

Includes:

Division of Capital Asset Management and Maintenance  
Department of Housing and Community Development  
Public Access Board (for FY04 only)  
Executive Office of Transportation and Construction  
Massachusetts Turnpike Authority  
MassHousing

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Awards	Awards	Attained		Awards	Attained
FY03	387,167,759	64,965,511	16.78%	50,807,732	24,346,039	47.92%
FY04	490,527,261	64,377,583	13.12%	43,566,127	29,124,179	66.85%
FY05	452,102,659	76,668,776	11.40%	39,114,973	2,402,647	6.14%

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# **FISCAL YEAR 2003-2005**

## **HISTORICAL SPENDING TREND**

### **CONSTRUCTION & DESIGN**

## **SUMMARY OF WBE EXPENDITURES & AWARDS**

## Historical Spending Trend for Construction and Design Expenditures Women Business Enterprise

### Division of Capital Asset Management and Maintenance

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY03	186,865,385	15,967,889	8.55%	22,837,697	976,858	4.28%
FY04	169,367,946	14,833,817	8.76%	20,237,315	663,660	3.28%
FY05	171,123,218	13,304,680	16.96%	18,241,786	829,480	4.55%

### Department of Housing and Community Development

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY03	44,944,901	5,102,836	11.35%	7,316,612	85,640	1.17%
FY04	40,866,975	1,969,788	4.82%	6,652,763	247,483	3.72%
FY05	38,246,403	2,870,175	7.50%	6,226,158	252,046	4.05%

### \*Public Access Board

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY04	1,549,067	129,470	8.36%	14,007	0	0.00%
FY05**						

\*PAB is a new agency and did not report in FY03. \*\*PAB did not provide data to AMP for FY05

### \*MassHousing

		CONSTRUCTION**			DESIGN***	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY03	90,549,588	6,204,173	6.85%	25,194,145	1,463,460	5.81%
FY04	137,296,910	8,951,002	6.52%	28,705,658	1,185,332	4.13%
FY05	104,124,197	11,464,720	11.01%	0	0	0

\*Award dollars for Minority and Women Enterprises are counted in both Women and Minority Business categories.

\*\*MassHousing Portfolio Construction Dollars Only

\*\*\*MassHousing/HUD Demonstration Design Data Only

### Executive Office of Transportation & Construction

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY03	33,432,635	1,722,435	5.15%	9,142,7556	154,890	0.17%
FY04	26,841,216	986,876	3.68%	12,581,847	22,644	0.18%
FY05	461,807,957	25,874,397	5.60%	13,156,743	226,657	1.72%

### Mass Turnpike Authority

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY03	15,852,929	390,519	2.46%	631,343	2,831	.45%
FY04	30,165,484	1,505,786	4.00%	799,019	12,885	1.61%
FY05	2,949,715	907,069	30.75%	\$21,904	0	0%

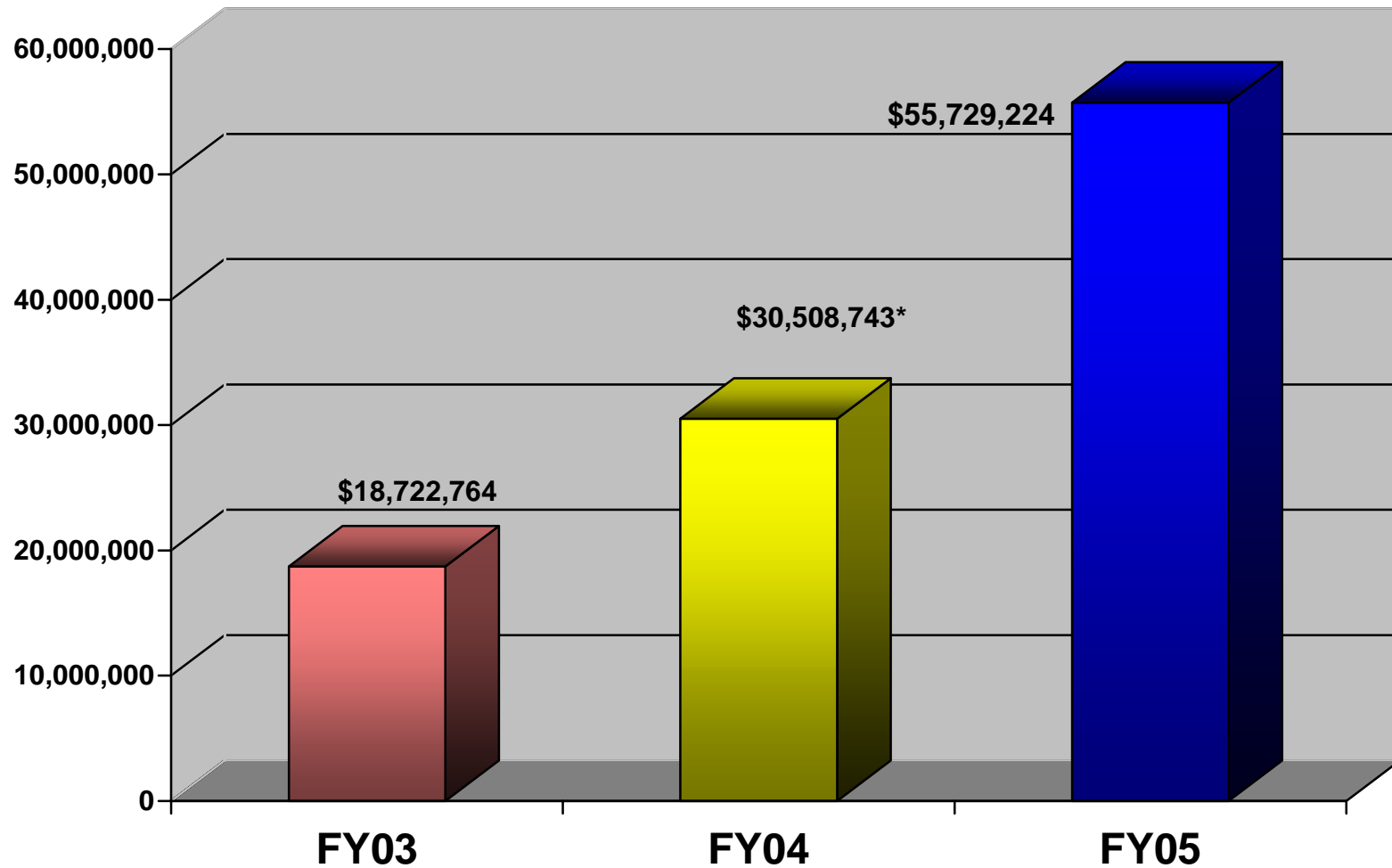
## Combined Statewide Summary

Includes:

Division of Capital Asset Management and Maintenance  
Department of Housing and Community Development  
Public Access Board (for FY04 only)  
Executive Office of Transportation and Construction  
Massachusetts Turnpike Authority  
MassHousing

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY03	206,328,179	17,344,174	8.41%	29,641,056	1,378,590	4.65%
FY04	406,087,598	28,376,739	6.99%	68,990,609	2,132,004	3.09%
FY05	778,251,490	54,421,041	6.99%	37,646,591	1,308,183	3.47%

### 3 Year AMP Statewide Trend WBE Construction and Design Statewide Expenditures



\*MASSPORT no longer participates in AMP and DEM did not report for this Fiscal Year.

## Historical Spending Trend for Construction and Design Awards Women Business Enterprise

### Division of Capital Asset Management and Maintenance

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Awards	Awards	Attained		Awards	Attained
FY03	109,262,249	4,557,251	4.17%	7,443,940	162,410	2.18%
FY04	101,790,441	3,808,495	3.74%	4,325,159	483,951	11.19%
FY05	165,985,079	8,496,517	18.90%	8,993,582	837,703	9.31%

### Department of Housing and Community Development

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Awards	Awards	Attained		Awards	Attained
FY03	16,839,010	876,685	5.21%	2,057,607	99,500	4.84%
FY04	66,504,698	1,330,093	2.00%	1,508,819	223,000	14.78%
FY05	42,962,725	231,415	.54%	2,716,928	669,500	24.64%

### \*Public Access Board

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Awards	Awards	Attained		Expenditures	Attained
FY04	1,961,072	151,270	7.71%	72,030	0	0.00%
FY05**						

\*PAB is a new agency and did not report in FY03. \*\*PAB did not provide data to AMP for FY05

### MassHousing\*

		CONSTRUCTION**			DESIGN***	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Awards	Awards	Attained		Awards	Attained
FY03	163,357,166	11,204,277	6.86%	26,199,365	1,640,138	6.26%
FY04	206,328,179	17,344,174	8.41%	29,641,056	1,378,590	4.65%
FY05	152,944,867	18,294,397	11.96%			

\*Award dollars for Minority and Women Enterprises are counted in both Women and Minority Business categories.

\*\* MassHousing Portfolio Construction Dollars Only

\*\*\*MHFA/HUD Demonstration Disposition Program Design Data Only

### Executive Office of Transportation & Construction

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Awards	Awards	Attained		Awards	Attained
FY03	97,709,334	6,735,434	6.89%	15,106,820	0	0.00%
FY04	83,642,450	547,425	0.65%	4,650,477	0	0.00%
FY05	87,852,970	2,687,864	3.06%	27,404,463	725,000	2.65%



**Mass Turnpike Authority**

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Awards	Awards	Attained		Awards	Attained
FY03	20,572,166	1,094,383	5.32%	0	0	N/A
FY04	30,300,421	979,228	3.23%	0	0	N/A
FY05	2,357,018	362,005	15.36%	0	0	N/A

**Combined Statewide Summary**

Includes:

Division of Capital Asset Management and Maintenance  
Department of Housing and Community Development  
Public Access Board (for FY04 only)  
Executive Office of Transportation and Construction  
Massachusetts Turnpike Authority  
MassHousing

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Awards	Awards	Attained		Awards	Attained
FY03	387,167,759	23,373,647	6.04%	50,807,732	1,902,048	3.74%
FY04	490,527,261	24,160,685	4.93%	43,566,127	2,189,541	5.03%
FY05	452,102,659	30,072,198	5.12%	39,114,973	2,232,203	5.71%

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**FISCAL YEAR 2005**

**STATEWIDE EXPENDITURE SUMMARY**

**GOODS  
&  
SERVICES**

**MINORITY BUSINESS ENTERPRISES  
&  
WOMEN BUSINESS ENTERPRISES**

# FY05 MBE Final Numbers Minority Business Enterprise Goods & Services

## FY05 STATEWIDE BENCHMARKS

FY05 STATEWIDE BENCHMARKS	FY05 Disc. Base	2 Yr (03/04) Average	FY05 Proj. Incr	FY05 MBE Benchmark	Final Expenditures	Sub-Contractor Payments	Total FY05 Expenditures	Variance
Executive Office of the Governor	\$245,298	\$62,478	\$3,124	\$65,602	\$79,607	\$0	\$79,607	\$14,005
Executive Office for Administration & Finance	\$122,261,269	\$3,876,813	(\$313,919)	\$3,562,894	\$2,828,478	\$2,143,826	\$4,972,304	\$1,409,410
Executive Office of Environmental Affairs	\$152,141,415	\$797,998	\$15,830	\$813,828	\$3,286,903	\$35,460	\$3,322,363	\$2,508,535
Executive Office of Health & Human Services	\$2,880,589,876	\$174,739,300	\$1,880,577	\$176,619,897	\$147,641,214	\$20,781,992	\$168,423,206	(\$8,196,691)
Executive Office of Public Safety	\$371,633,940	\$5,575,741	\$10,403	\$5,586,144	\$3,011,965	\$2,353,185	\$5,365,150	(\$220,994)
Executive Office of Transportation and Construction	\$496,703,046	\$745,900	(\$188,758)	\$557,142	\$749,821	\$11,320	\$951,271	\$203,999
Massachusetts Turnpike Authority	\$40,600,000	\$350,654	\$292,953	\$643,607	\$292,543	\$0	\$292,543	(\$351,064)
Executive Office of Economic Development	\$49,359,352	\$1,630,455	(\$166,730)	\$1,463,725	\$1,379,060	\$419,034	\$1,798,094	\$334,369
Department of Education	\$75,411,261	\$1,362,741	\$68,137	\$1,430,878	\$1,461,861	\$1,579	\$1,463,440	\$32,562
Department of Housing and Community Development	\$7,287,359	\$100,801	\$0	\$100,801	\$51,880	\$117	\$51,997	(\$48,804)
MassHousing	\$11,122,846	\$1,271,317	(\$583,959)	\$687,358	\$908,135	\$0	\$908,135	\$220,777
<b>TOTAL</b>	<b>\$4,207,355,662</b>	<b>\$190,514,198</b>	<b>\$1,017,658</b>	<b>\$191,531,856</b>	<b>\$161,691,467</b>	<b>\$25,746,513</b>	<b>\$187,437,980</b>	<b>(\$4,093,876)</b>

# FY05 WBE Final Numbers Women Business Enterprise Goods & Services

## FY05 STATEWIDE BENCHMARKS

	FY05 Disc. Base	2Yr (03/04) Average	FY05 Proj. Incr	FY05 MBE Benchmark	Final Expenditures	Sub-Contractor Payments	Total FY05 Expenditures	Variance
Executive Office of the Governor	\$245,298	\$16,200	\$810	\$17,010	\$67,172	\$0	\$67,172	\$50,162
Executive Office for Administration & Finance	\$122,261,269	\$5,716,278	(\$1,479,094)	\$4,237,184	\$5,328,685	\$631,046	\$5,959,731	\$1,722,547
Executive Office of Environmental Affairs	\$152,144,415	\$2,146,616	\$132,263	\$2,278,879	\$3,821,461	\$29,268	\$3,850,729	\$1,571,850
Executive Office of Health & Human Services	\$2,880,589,876	\$152,856,186	(\$14,334,431)	\$138,521,755	\$153,726,843	\$28,875,359	\$182,602,202	\$44,080,447
Executive Office of Public Safety	\$371,633,940	\$4,498,355	\$207,850	\$4,706,205	\$5,111,848	\$35,605	\$5,147,453	\$441,248
Executive Office of Transportation and Construction	\$496,703,046	\$1,087,230	(\$1,135,217)	(\$47,987)	\$734,033	\$2,877	\$736,910	\$784,897
Massachusetts Turnpike Authority	\$40,600,000	\$1,240,303	\$1,036,209	\$2,276,512	\$626,254	\$0	\$626,254	(\$1,650,258)
Executive Office of Economic Development	\$49,359,352	\$4,303,942	\$63,694	\$4,367,636	\$3,466,850	\$60,775	\$3,527,625	(\$840,011)
Department of Education	\$75,411,261	\$1,038,009	\$51,900	\$1,089,909	\$931,484	\$565	\$932,049	(\$157,860)
Department of Housing and Community Development	\$7,287,359	\$520,723	\$0	\$520,723	\$423,611	\$0	\$423,611	(\$97,112)
MassHousing	\$11,122,846	\$1,007,859	(\$601,301)	\$406,558	\$360,951	\$0	\$360,951	(\$45,607)
<b>TOTAL</b>	<b>\$4,207,355,662</b>	<b>\$174,431,701</b>	<b>(\$16,057,317)</b>	<b>\$158,374,384</b>	<b>\$174,599,192</b>	<b>\$29,635,495</b>	<b>\$204,234,687</b>	<b>\$46,860,303</b>

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**FISCAL YEAR 2005**

**STATEWIDE SUMMARY**

**CONSTRUCTION  
&  
DESIGN**

## AFFIRMATIVE MARKET PROGRAM - FY05 CONSTRUCTION & DESIGN EXPENDITURES

### FISCAL YEAR 2005 – CONSTRUCTION EXPENDITURES

#### STATEWIDE SUMMARY

FY05 CONSTRUCTION EXPENDITURES						
	1 FY05 Total Expenditures	2 FY05 M/WBE Benchmark	3 MBE Expenditures	4 WBE Expenditures	5 FY05 Expenditures (Col. 3+4)	6 VARIANCE (Col. 5-2)
Division of Capital Asset Management and Maintenance	\$171,123,218	\$19,508,047	\$13,192,422	\$13,304,680	\$26,497,102	\$6,989,055
Department of Housing and Community Development	\$38,246,403	\$8,467,395	\$4,589,568	\$2,870,175	\$7,459,743	-\$1,007,652
Executive Office of Transportation and Construction	\$461,807,957		\$6,049,383	\$25,874,397	\$31,923,780	\$31,923,780
Massachusetts Turnpike Authority	\$2,949,715		\$2,042,646	\$907,069	\$2,949,715	\$2,949,715
MassHousing*	\$104,124,197		\$26,822,597	\$11,464,720	\$38,287,317	\$38,287,317
<b>TOTAL</b>	<b>\$778,251,490</b>	<b>\$27,975,442</b>	<b>\$52,696,616</b>	<b>\$54,421,041</b>	<b>\$107,117,657</b>	<b>\$79,142,215</b>

\*Please note: Expenditure dollars for Minority and Women Business Enterprises are counted in both Women and Minority Business categories.

### FISCAL YEAR 2005 – DESIGN EXPENDITURES

#### STATEWIDE SUMMARY

FY03 DESIGN EXPENDITURES						
	1 FY05 Total Expenditures	2 FY05 M/WBE Benchmark	3 MBE Expenditures	4 WBE Expenditures	5 FY05 Expenditures (Col. 3+4)	6 VARIANCE (Col. 5-2)
Division of Capital Asset Management and Maintenance	\$18,241,786	\$2,079,564	\$1,761,896	\$829,480	\$2,591,376	\$511,812
Department of Housing and Community Development	\$6,226,158	\$1,812,941	\$1,432,016	\$252,046	\$1,684,062	-\$128,879
Executive Office of Transportation and Construction	\$13,156,743		\$2,200,898	\$226,657	\$2,427,555	\$2,427,555
Massachusetts Turnpike Authority	\$21,904		\$21,904	\$0	\$21,904	\$21,904
MassHousing*	\$0		\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$37,646,591</b>	<b>\$3,892,505</b>	<b>\$5,416,714</b>	<b>\$1,308,183</b>	<b>\$9,309,219</b>	<b>\$5,416,714</b>

\*Please note: Expenditure dollars for Minority and Women Business Enterprises are counted in both Women and Minority Business categories.

## AFFIRMATIVE MARKET PROGRAM - FY05 CONSTRUCTION & DESIGN AWARDS

### FISCAL YEAR 2005 – CONSTRUCTION AWARDS

#### STATEWIDE SUMMARY

FY03 CONSTRUCTION AWARDS						
	1 FY05 Total Expenditures	2 FY05 M/WBE Benchmark	3 MBE Expenditures	4 WBE Expenditures	5 FY05 Expenditures (Col. 3+4)	6 VARIANCE (Col. 5-2)
Division of Capital Asset Management and Maintenance	\$165,985,079	\$18,922,299.01	\$18,839,314	\$8,496,517	\$27,335,831	\$8,413,532
Department of Housing and Community Development	\$42,962,725	\$4,362,347	\$6,719,565	\$231,415	\$6,950,980	\$2,588,633
Executive Office of Transportation and Construction	\$87,852,970		\$6,734,578	\$2,687,864	\$9,422,442	\$9,422,442
Massachusetts Turnpike Authority	\$2,357,018		\$1,995,013	\$362,005	\$2,357,018	\$2,357,018
MassHousing*	\$152,944,867		\$42,380,306	\$18,294,397	\$60,674,703	\$60,674,703
<b>TOTAL</b>	<b>\$452,102,659</b>	<b>\$23,284,646</b>	<b>\$76,668,776</b>	<b>\$30,072,198</b>	<b>\$106,740,974</b>	<b>\$83,456,328</b>

\*Please note: Expenditure dollars for Minority and Women Business Enterprises are counted in both Women and Minority Business categories.

### FISCAL YEAR 2005 – DESIGN AWARDS

#### STATEWIDE SUMMARY

FY03 DESIGN AWARDS						
	1 FY05 Total Expenditures	2 FY05 M/WBE Benchmark	3 MBE Expenditures	4 WBE Expenditures	5 FY05 Expenditures (Col. 3+4)	6 VARIANCE (Col. 5-2)
Division of Capital Asset Management and Maintenance	\$8,993,582	\$1,079,230	\$622,647	\$837,703	\$1,460,350	\$381,120
Department of Housing and Community Development	\$2,716,928	\$193,635	\$445,000	\$669,500	\$1,114,500	\$920,865
Executive Office of Transportation and Construction	\$27,404,463		\$1,335,000	\$725,000	\$2,060,000	\$2,060,000
Mass Turnpike Authority	\$0		\$0	\$0	\$0	\$0
MassHousing*					\$0	\$0
<b>TOTAL</b>	<b>\$39,114,973</b>	<b>\$1,272,865</b>	<b>\$2,402,647</b>	<b>\$2,232,203</b>	<b>\$4,634,850</b>	<b>\$3,361,985</b>

\*Please note: Expenditure dollars for Minority Women Business Enterprises are counted in both Women and Minority Business categories.

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# FISCAL YEAR 2005

## SECRETARIAT NARRATIVES & DATA SUMMARY

*Note:*

*The following narratives are developed by each Secretariat. They are intended to highlight the progress made to date with the implementation of the Affirmative Market Program and provide further insight into their FY05 expenditures with Minority- and Women Business Enterprises (M/WBEs).*



## OFFICE OF THE GOVERNOR (GOV)

### Mission Statement

The Executive Office includes the Offices of the Governor, the Lieutenant Governor, and the Governor's Council. The Executive Office manages the operations of the Executive Branch of state government, coordinates the activities of all Executive Branch agencies through the Governor's cabinet secretaries, and communicates to the General Court and the general public the aims, objectives, and accomplishments of the administration. The Office develops, oversees, and guides key administration initiatives through to completion.

The Governor is responsible for preparation of the state's annual budget. He has the authority to accept or veto all legislative enactments, subject to an override by a vote of two-thirds of the members present in each chamber of the Legislature, and to convene the Governor's Council. With the consent of the Council, The Governor can call special sessions of the General Court, nominate judicial officers, and grant pardons.

In case of the absence, death or disability of the Governor, the Lieutenant Governor performs all the duties incumbent on the chief executive officer and has all of his constitutional powers. She assists the Governor in administering Executive Branch agencies, advises the Governor on administrative policies, and works with the legislature to enact those policies into law. The Lieutenant Governor is a voting member of the Governor's Council and presides over the Council in the Governor's absence.

### FY05 MBE & WBE Narrative

The Office of the Governor surpassed targets for both MBE and WBE expenses in FY05.

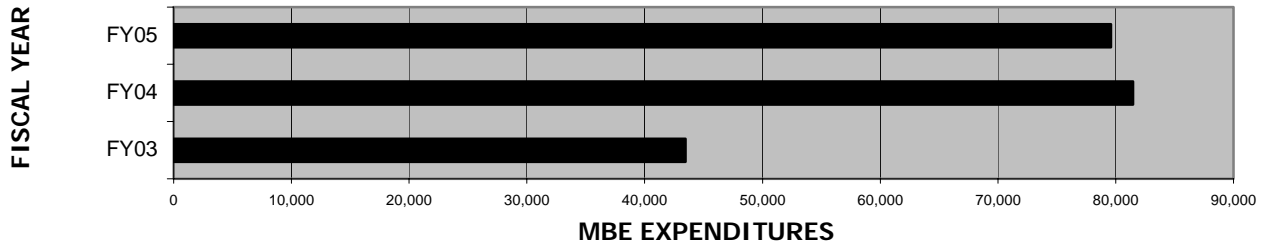
MBE spending of \$79,607 comfortably exceeded our target by 17%, and WBE spending was almost threefold more than the original target. We worked successfully with a new WBE printer, the low bidder on a major printing project. That, coupled with the unexpected need for some temporary help services, and the ready availability of qualified WBE vendors on the statewide Temporary Services Contract, enabled us to have a very successful year in meeting the objectives of Executive Order 390.

### Office of the Governor

#### Historical Spending Trend Minority Business Enterprise (MBE)

OFFICE OF THE GOVERNOR			
	FY03	FY04	FY05
Office of the Governor	\$43,477	\$81,478	\$79,607
<b>TOTAL</b>	<b>\$43,477</b>	<b>\$81,478</b>	<b>\$79,607</b>

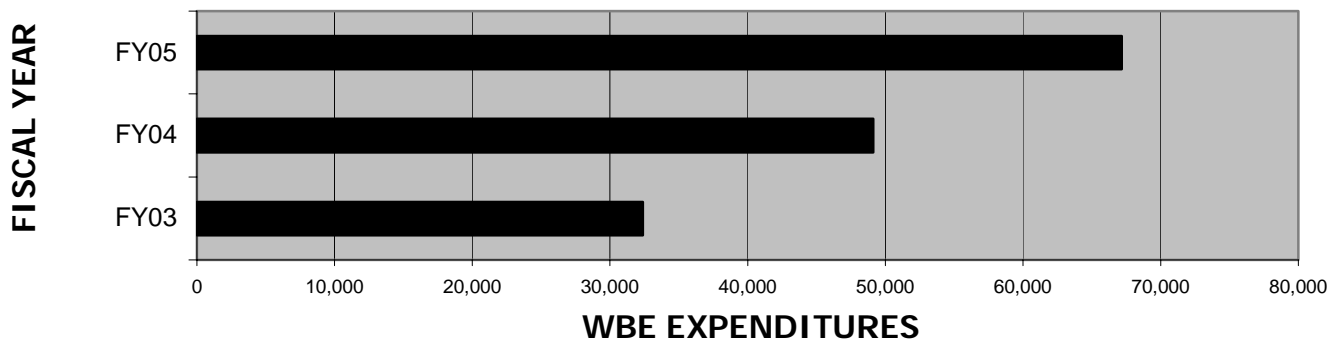
### OFFICE OF THE GOVERNOR HISTORICAL MBE



### Office of the Governor Historical Spending Trend Women Business Enterprise (WBE)

OFFICE OF THE GOVERNOR			
	FY03	FY04	FY05
Office of the Governor	\$32,399	\$49,114	\$67,172
<b>TOTAL</b>	<b>\$32,399</b>	<b>\$49,114</b>	<b>\$67,172</b>

### OFFICE OF THE GOVERNOR HISTORICAL WBE



**OFFICE OF THE GOVERNOR  
AFFIRMATIVE MARKET PROGRAM  
FY05 EXPENDITURE REPORT  
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE OFFICE OF THE GOVERNOR								
	FY05	2Yr (03/04)	FY05	FY05 MBE	Final	Sub- Contractor Payments	Total FY05	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Office of the Governor	\$245,298	\$62,478	\$3,124	\$65,602	\$79,607		\$79,607	\$14,005
<b>TOTAL</b>	\$245,298	\$62,478	\$3,124	\$65,602	\$79,607	\$0	\$79,607	\$14,005

WOMEN BUSINESS ENTERPRISE OFFICE OF THE GOVERNOR								
	FY05	2Yr (03/04)	FY05	FY05 WBE	Final	Sub- Contractor Payments	Total FY05	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Office of the Governor	\$245,298	\$16,200	\$810	\$17,010	\$67,172		\$67,172	\$50,162
<b>TOTAL</b>	\$245,298	\$16,200	\$810	\$17,010	\$67,172	\$0	\$67,172	\$50,162

# EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE (ANF)

## Message from the Secretary

*Since assuming the post of Secretary of the Executive Office for Administration and Finance, one of our objectives through the mission of Executive Order 390 and the Affirmative Market Program are increasing contracting opportunities for Minority and Women Business Enterprises. It is of the utmost importance that we continue to develop and foster business relationships with our minority and women-owned businesses, as they are the backbone of our economy. We look forward to implementing new and innovative initiatives aimed at encouraging the full participation of all aspects of state contracting.*

**Thomas H. Trimarco,  
Secretary**

## Mission Statement

The Executive Office for Administration and Finance oversees the fiscal and administrative activities of the Executive Branch of state government. The Executive Office ensures the financial stability of state government by managing balanced operating and capital budgets.

Through its four administrative services divisions, (Information Technology Division, Fiscal Affairs Division, Operational Services Division, and the Human Resources Division), the Office of the Secretary enables line agencies to focus their energy on program development and delivering quality services to the Commonwealth. To that end, the Office provides line agencies with centralized expertise and processing in the technical support areas of information technology, fiscal policy, procurement, and human resources.

Other major functional areas under the supervision of the Office of the Secretary are: tax collection, child support enforcement, support to local municipalities, group insurance evaluation, state facilities construction, management and maintenance, and veteran services.

## Overview of Secretariat Agencies

### **Massachusetts Office on Disability (MOD)**

MOD was created in 1981, under Chapter 6, Sec. 185 of the Massachusetts General Laws. The purpose of the Office is to bring about full and equal participation of people with disabilities in all aspects of life. It works to assure the advancement of legal rights and for the promotion of maximum opportunities, supportive services, accommodations and accessibility in a manner, which fosters dignity and self-determination. MOD is the Commonwealth's Americans with Disabilities Act Coordinating Agency.

An agency with a small budget such as MOD usually has very little discretionary spending. Therefore, commodities such as office and printing supplies usually account for the majority of this agency's Affirmative Market Program (AMP) spending. Because of staffing needs due to illness and the receipt of one time grant money, MOD in FY2005 spent a bit differently than originally planned and in doing so utilized two AMP vendors, The Resource Connection, Inc., a temporary help services company, and Stellar Corporation, an information technology company. As a result, MOD is pleased to report that actual AMP spending doubled FY2005 MBE and WBE spending benchmarks.

## **Massachusetts Developmental Disabilities Council (MDDC)**

The mission of the Massachusetts Developmental Disabilities Council (MDDC) is to provide opportunities for people with developmental disabilities and their families to enhance independence, productivity, integration and inclusion. It is the Council's belief that the greatest impact on public policy occurs through self-advocacy, supported by the development and maintenance of strong coalitions. We work to bring people with developmental disabilities and their families together with policy makers to advocate on their own behalf. The Council fosters and supports coalitions with other advocacy and community groups, and supports close working relationships among and between the various public and private service providers.

The Massachusetts Developmental Disabilities Council is 100% federally funded with very little discretionary spending. The spending available for commodities such as office and printing supplies usually account for the majority of this organization's Affirmative Market Program (AMP) spending. The Council also budgets and spends based on federal fiscal year and under the terms and conditions of the federal funds.

## **The Disabled Persons Protection Commission (DPPC)**

The Disabled Persons Protection Commission (DPPC) uses approximately 90% of appropriated funds solely for Investigations, Oversight and the necessary support staff to allow the DPPC to comply with its mission statement of protecting adults with disabilities from abuse. After non-discretionary spending is deduction from the remaining funds, a small percentage is available for M/WBE Vendors. Most of these available funds were used to fund for expenditures of women-owned and minority business enterprises (W/MBE) including laser toner cartridges, general office supplies, and recycling service vendors.

DPPC was able to exceed its FY05 benchmarks. DPPC has taken a realistic approach in establishing its FY06 benchmarks, which include spending levels that should more accurately reflect the current fiscal position of the Commonwealth.

DPPC actively supports Executive Order 390 and the necessary staff is in place to ensure that M/WBEs are utilized whenever possible in making purchasing decisions. Realizing the importance of Executive Order 390, the Commission will continue to utilize M/WBEs as funding allows.

## **Office of the Comptroller**

The Office of the State Comptroller (OSC) is an independent agency within the executive branch that is responsible for ensuring the integrity and accountability of the Commonwealth's fiscal operations. We accomplish our mission by increasing the efficiency of back door operations across the government thereby contributing to a more efficient delivery of services.

We continue to look at each new business project as a potential opportunity to increase our MBE and WBE spending.

For the last two years we exceeded our WBE expenditure benchmark due to increased spending of services needed as part of the NewMMARS project. This project is in the post implementation stage and FY05 spending and our FY06 benchmarks reflect this.

The Office of the Comptroller contracts for the Commonwealth's Single State Audit and this contract will be going out to bid this fiscal year. This contract includes provisions for both MBE

and WBE participation and we have seen an increase in the amount spent for these services and will work to increase this requirement.

We continue successful partnerships with vendors for printing, toners, office furnishings, and other administrative needs. Although our discretionary spending for day to day operations represents a very small percentage of our budget, we continue to identify and use MBE and WBE vendors to meet these needs whenever possible.

### **Public Employee Retirement Administration Commission (PERAC)**

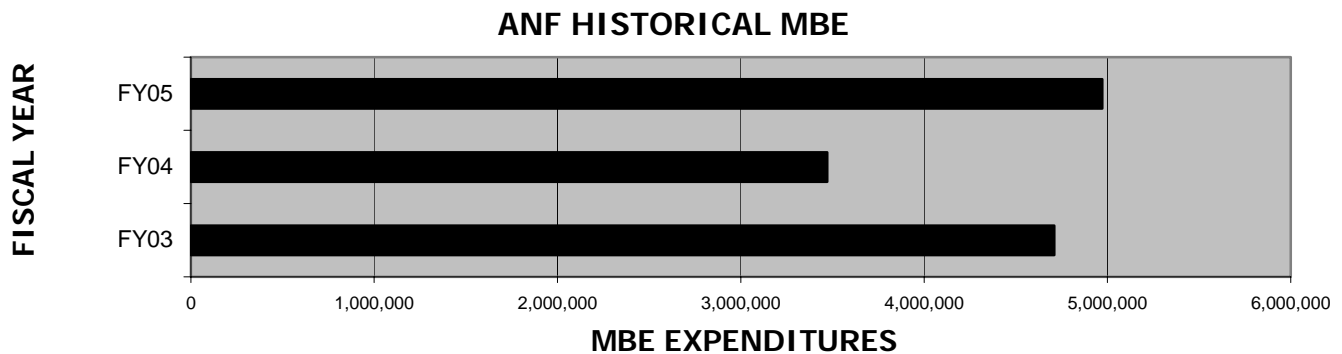
The Public Employee Retirement Administration Commission (PERAC) was created for and is dedicated to the oversight, guidance, monitoring, and regulation of the Massachusetts Public Pension Systems. The professional, prudent, and efficient administration of these systems is the public trust of PERAC and each of the 106 public pension systems for the mutual benefit of the public employees, public employers, and citizens of Massachusetts. The stewardship of the Trust Funds for the sole purpose of providing the benefits guaranteed to the public employees qualifying under the plans is the fulfillment of the obligation of the people of the Commonwealth to those who have dedicated their professional careers to the service of the people of the Commonwealth.

The Public Employee Retirement Administration Commission has a successful record exceeding both the MBE and WBE Benchmarks for FY05. Expenditures for both MBE and WBE were comprised mostly of general office supplies from New England Office Supply and Cam Office Services. This agency continues to actively support Executive order 390 and will ensure that M/WBE's are utilized whenever possible when making procurement decisions.

**Executive Office for Administration and Finance**  
**Historical Spending Trend-Minority Business Enterprises (MBEs)**

	FY03	FY04	FY05
Administrative Law Appeals	\$1,577	\$2,805	\$4,271
Appellate Tax Board	\$4,051	\$11,722	\$11,897
Bureau of State Office Buildings	\$49,113	\$16,988	\$11,465
Civil Service Commission	\$1,993	\$4,976	\$2,661
Department of Revenue	\$785,170	\$883,450	\$3,811,411
Disabled Persons Protection Commission	\$9,678	\$13,542	\$20,251
Division of Capital Asset Management and Maintenance	\$224,324	\$225,753	\$173,595
Executive Office	\$3,166	\$12,438	\$14,239
Fiscal Affairs Division	\$3,273	*	*
George Fingold Library	\$1,800	\$6,958	\$5,727
Group Insurance Commission	\$137,957	\$124,193	\$41,651
Human Resource Division	\$40,639	\$37,550	\$31,761
Information Technology Division	\$2,664,056	\$1,901,903	\$612,239
Mass Commission Against Discrimination	\$59,708	\$21,983	\$50,157
Massachusetts Developmental Disabilities Council	\$7,884	\$26,018	\$6,519
Massachusetts Office on Disability	\$2,751	\$6,885	\$13,930
Mass. Office of Dispute Resolution	\$235	\$240	*
Office of Educational and Accountability	**	\$10,254	\$3,650
Office of the State Comptroller	\$100,664	\$93,105	\$88,359
Operational Services Division	\$22,938	\$24,712	\$20,997
Public Employee Retirement Administration Com	\$17,693	\$15,900	\$19,355
Teacher's Retirement Board	\$141,732	\$29,183	\$28,169
<b>TOTAL</b>	<b>\$4,711,115</b>	<b>\$3,470,558</b>	<b>\$4,972,304</b>

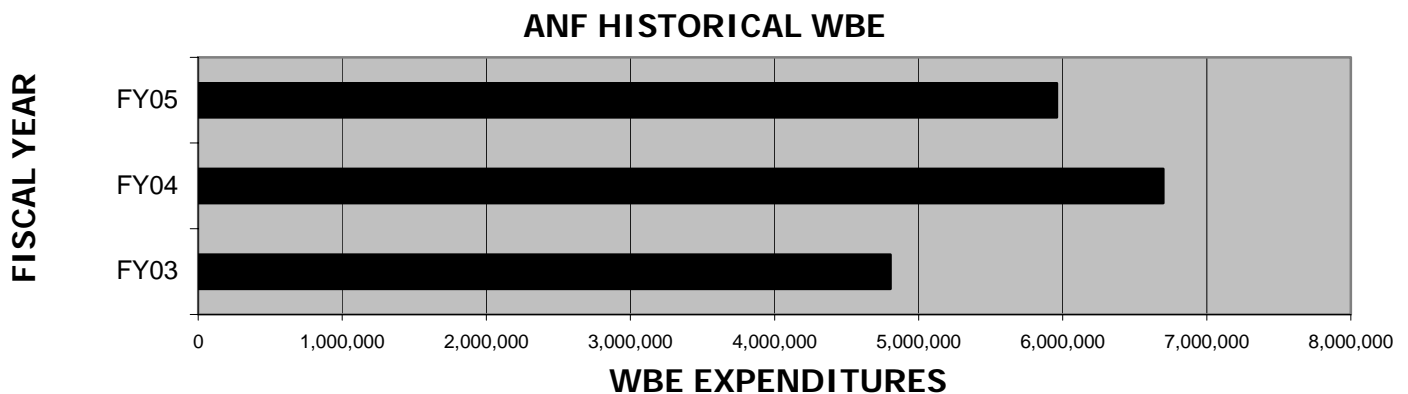
\*Office no longer exists in FY05 \*\*Office did not exist in FY03



**Executive Office for Administration and Finance  
Historical Spending Trend-Women Business Enterprises (WBEs)**

	<b>FY03</b>	<b>FY04</b>	<b>FY05</b>
Administrative Law Appeals	\$1,577	\$2,824	\$3,163
Appellate Tax Board	\$4,051	\$11,722	\$11,897
Bureau of State Office Buildings	\$490,539	\$495,715	\$531,115
Civil Service Commission	\$1,993	\$8,033	\$17,508
Department of Revenue	\$1,688,713	\$1,769,320	\$1,708,938
Disabled Persons Protection Commission	\$23,051	\$28,727	\$22,617
Division of Capital Asset Management and Maintenance	\$112,869	\$161,652	\$563,806
Executive Office	\$1,996	\$7,343	\$7,681
Fiscal Affairs Division	\$3,038	*	*
George Fingold Library	\$2,399	\$6,958	\$22,827
Group Insurance Commission	\$90,741	\$166,941	\$259,453
Human Resource Division	\$277,150	\$503,638	\$350,523
Information Technology Division	\$1,363,697	\$2,120,655	\$1,584,275
Mass Commission Against Discrimination	\$5,885	\$8,476	\$8,045
Massachusetts Development Disabilities Council	\$23,131	\$6,166	\$4,661
Mass Office on Disability	\$2,307	\$6,905	\$13,523
Mass Office of Dispute Resolution	\$235	\$240	*
Office of Educational and Accountability	**	\$10,134	\$3,650
Office of the State Comptroller	\$559,503	\$1,327,835	\$756,118
Operational Services Division	\$39,219	\$18,252	\$17,020
Public Employee Retirement Administration Com	\$19,652	\$17,359	\$19,419
Teacher's Retirement Board	\$21,154	\$20,911	\$53,492
<b>TOTAL</b>	<b>\$4,803,813</b>	<b>\$6,699,806</b>	<b>\$5,959,731</b>

\*Office No longer exists in FY05 \*\*Office did not exist in FY03





**EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE  
AFFIRMATIVE MARKET PROGRAM  
FY05 EXPENDITURE REPORT  
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE								
	FY05 Disc. Base	2Yr (03/04) Average	FY05 Proj. Incr	FY05 MBE Benchmark	Final Expenditures	Sub- Contractor Payments	Total FY05 Expenditures	Variance
Administrative Law Appeals	\$154,512	\$2,191	\$0	\$2,191	\$4,271		\$4,271	\$2,080
Appellate Tax Board	\$43,763	\$7,887	(\$3,307)	\$4,580	\$11,897		\$11,897	\$7,317
Bureau of State Office Buildings	\$4,983,867	\$33,051	\$16,949	\$50,000	\$11,465		\$11,465	(\$38,535)
Civil Service Commission	\$38,086	\$3,485	\$1,515	\$5,000	\$2,661		\$2,661	(\$2,339)
Department of Revenue	\$50,430,661	\$834,310	(\$228,000)	\$606,310	\$1,829,027	\$1,982,384	\$3,811,411	\$3,205,101
Disabled Persons Protection Commission	\$217,725	\$11,610	(\$6,610)	\$5,000	\$20,251		\$20,251	\$15,251
Division of Capital Asset Management and Maintenance	\$2,066,668	\$225,039	\$0	\$225,039	\$173,515	\$80	\$173,595	(\$51,444)
Executive Office of Administration and Finance	\$3,104,854	\$7,802	\$2,198	\$10,000	\$14,132	\$107	\$14,239	\$4,239
George Fingold Library	\$291,582	\$4,379	\$300	\$4,679	\$5,727		\$5,727	\$1,048
Group Insurance Commission	\$2,080,917	\$131,075	(\$75,000)	\$56,075	\$41,651		\$41,651	(\$14,424)
Human Resource Division	\$1,618,666	\$39,095	(\$17,157)	\$21,938	\$27,242	\$4,519	\$31,761	\$9,823
Information Technology Division	\$41,915,841	\$2,282,980	\$0	\$2,282,980	\$530,061	\$82,178	\$612,239	(\$1,670,741)
Massachusetts Commission Against Discrimination	\$293,822	\$40,846	(\$9,685)	\$31,161	\$43,672	\$6,485	\$50,157	\$18,996
Massachusetts Development Disabilities Council	\$104,127	\$16,951	\$0	\$16,951	\$6,519		\$6,519	(\$10,432)
Massachusetts Office of Disability	\$153,100	\$4,818	\$0	\$4,818	\$13,201	\$729	\$13,930	\$9,112
Office of Educational and Accountability	\$728,988	\$8,329	\$4,500	\$12,829	\$3,650		\$3,650	(\$9,179)
Office of the State Comptroller	\$6,864,939	\$96,885	\$0	\$96,885	\$21,698	\$66,661	\$88,359	(\$8,526)
Operational Services Division	\$527,732	\$23,825	\$1,175	\$25,000	\$20,772	\$225	\$20,997	(\$4,003)
Public Employee Retirement Adm. Comm.	\$855,706	\$16,797	(\$797)	\$16,000	\$18,897	\$458	\$19,355	\$3,355
Teacher's Retirement Board	\$5,785,713	\$85,458	\$0	\$85,458	\$28,169		\$28,169	(\$57,289)
<b>TOTAL</b>	<b>\$122,261,269</b>	<b>\$3,876,813</b>	<b>(\$313,919)</b>	<b>\$3,562,894</b>	<b>\$2,828,478</b>	<b>\$2,143,826</b>	<b>\$4,972,304</b>	<b>\$1,409,410</b>

**EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE  
AFFIRMATIVE MARKET PROGRAM  
FY05 EXPENDITURE REPORT  
GOODS AND SERVICES**

WOMEN BUSINESS ENTERPRISE EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE								
	FY05 Disc. Base	2Yr (03/04) Average	FY05 Proj. Incr	FY05 WBE Benchmark	Final Expenditures	Sub- Contractor Payments	Total FY05 Expenditures	Variance
Administrative Law Appeals	\$154,512	\$2,201	\$0	\$2,201	\$3,163		\$3,163	\$962
Appellate Tax Board	\$43,763	\$7,887	(\$3,307)	\$4,580	\$11,897		\$11,897	\$7,317
Bureau of State Office Buildings	\$4,983,867	\$493,127	\$26,245	\$519,372	\$11,232	\$519,883	\$531,115	\$11,743
Civil Service Commission	\$38,086	\$5,013	\$7,000	\$12,013	\$17,508		\$17,508	\$5,495
Department of Revenue	\$50,430,661	\$1,729,017	(\$869,144)	\$859,873	\$1,708,938		\$1,708,938	\$849,065
Disabled Persons Protection Commission	\$217,725	\$25,889	(\$15,890)	\$10,000	\$22,617		\$22,617	\$12,617
Division of Capital Asset Management and Maintenance	\$2,066,668	\$137,261	\$0	\$137,261	\$563,227	\$579	\$563,806	\$426,545
Executive Office of Administration and Finance	\$3,104,854	\$4,670	\$330	\$5,000	\$7,612	\$69	\$7,681	\$2,681
George Fingold Library	\$291,582	\$4,679	\$300	\$4,979	\$22,827		\$22,827	\$17,848
Group Insurance Commission	\$2,080,917	\$128,841	\$0	\$128,841	\$259,453		\$259,453	\$130,612
Human Resource Division	\$1,618,666	\$390,394	(\$217,186)	\$173,208	\$349,255	\$1,268	\$350,523	\$177,315
Information Technology Division	\$41,915,841	\$1,742,176	\$0	\$1,742,176	\$1,574,982	\$9,293	\$1,584,275	(\$157,901)
Massachusetts Commission Against Discrimination	\$293,822	\$7,181	\$1,300	\$8,481	\$6,932	\$1,113	\$8,045	(\$436)
Massachusetts Development Disabilities Council	\$104,127	\$14,649	\$0	\$14,649	\$4,661		\$4,661	(\$9,988)
Massachusetts Office of Disability	\$153,100	\$4,606	\$0	\$4,606	\$13,318	\$205	\$13,523	\$8,917
Office of Educational and Accountability	\$728,988	\$6,743	\$5,500	\$12,243	\$3,650		\$3,650	(\$8,593)
Office of the State Comptroller	\$6,864,939	\$943,669	(\$410,000)	\$533,669	\$657,794	\$98,324	\$756,118	\$222,449
Operational Services Division	\$527,732	\$28,736	(\$3,736)	\$25,000	\$17,020		\$17,020	(\$7,980)
Public Employee Retirement Adm. Comm.	\$855,706	\$18,506	(\$506)	\$18,000	\$19,291	\$128	\$19,419	\$1,419
Teacher's Retirement Board	\$5,785,713	\$21,033	\$0	\$21,033	\$53,308	\$184	\$53,492	\$32,459
<b>TOTAL</b>	<b>\$122,261,269</b>	<b>\$5,716,278</b>	<b>(\$1,479,094)</b>	<b>\$4,237,185</b>	<b>\$5,328,685</b>	<b>\$631,046</b>	<b>\$5,959,731</b>	<b>\$1,722,546</b>

## OPERATIONAL SERVICES DIVISION

The Operational Services Division (OSD) is an oversight agency whose primary role is to oversee and coordinate the procurement activity for commodities and services for the Commonwealth and provide policy, procedures and guidelines to our customers on how to conduct procurements in a fair, open and competitive manner. The emphasis is on teaming with customers, enhancing service delivery, providing technical assistance and facilitating procurements. To successfully accomplish the coordination and oversight of procurements, OSD formed cross-functional Procurement Management Teams (PMTs) with departments to share in the responsibility for creating and monitoring best value contracts for commodities and services. To ensure that the procurement process is done in accordance with proper procedure, we conduct Quality Assurance reviews as well as financial audits of human and social service contractors.

The Affirmative Market Program joined OSD four years ago and has become an integral part of the organization. It seemed more appropriate to have the AMP Program at OSD, which will better serve the needs of the program, state departments, and other public and quasi-public agencies. Additionally, it gives the AMP Program the opportunity to interact with Procurement Team Leaders, participate on Procurement Management Teams, provide input to procurement policy and have a direct link to the State Purchasing Agent.

### Mission Statement

OSD facilitates and audits the acquisition of commodities, professional, general, human and social services.

These acquisitions support the socio-economic goals of the Commonwealth including disadvantaged business, environmental, and other programs that are in the best interest of the Commonwealth.

Additionally, OSD has the responsibility for the administration of printing, fleet operations and surplus personal property disposition.

- FY'2005 M/WBE participation on Statewide Contracts
  - In Fiscal Year 2005 there was a total of 128 WBE's participating on statewide contracts (an increase of 12 over FY'04).
  - In Fiscal Year 2005 there was a total of 95 MBE's participating on statewide contracts (a decrease of 6 from FY'04).
  - In Fiscal Year 2005 there were a total of 223 M/WBE statewide Contracts (an increase of 6 over FY04).

### Accomplishments:

- Two years ago we developed a methodology to capture subcontractor payments from statewide contracts. In doing so, provide a mechanism to credit departments for using M/WBE subcontractors on statewide contracts by tracking expenditures to assist them in meeting their AMP benchmarks. The process was tailored to include reporting requirements that make the distinction between MBE and WBE subcontractors. Our successful efforts consist of the following results for 2005.

Department sub-contractor expenditures for MBE:	\$22,414,789
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Statewide contracts/sub-contractor expenditures for MBE: \$ 3,331,724  
**TOTAL:** \$25,746,513

*\* An increase of \$10,828,991 or 42.06% over FY04 MBE Subcontractor Spending.*

Department sub-contractor expenditures for WBE: \$29,506,702  
Statewide contracts/sub-contractor expenditures for WBE: \$ 130,793  
**TOTAL:** \$29,635,495

*\* An increase of \$12,528,892 or 42.27% over FY04 WBE Subcontractor Spending.*

The OSD IT Procurement Director and other senior staff collaborated with the AMP Executive Director in facilitating the AMP Vendor Procurement Workshops offered in the spring, mid-year and fall. These workshops are available to eligible M/WBE's and provide basic skills and information on the state procurement process.

- The OSD Senior Management are active members of the AMP Business Advisory Board and supports its initiatives including the Business to Business Mentoring Program which purpose is to in facilitate relationships with prime vendors in order to fulfill the subcontracting goals of the program and whenever practical, to support ancillary services that can be provided by small M/WBE certified vendors.

### **Ongoing Initiatives**

- Providing training for M/WBE vendors in the procurement process and also to AMP Department Coordinators.
- The AMP is working closely with the Quality Assurance (QA) Unit at OSD to include objectives and performance measures as outlined in Executive Order 390. When our QA Team does a department site visit they have prepared an AMP check-off list to ensure compliance with AMP mandates. This is an ongoing initiative.
- The AMP Executive Director has worked closely with the Office of the State Comptroller Warehouse Team and SOMBWA to create a revised online department expenditure report that is new MMARS compatible and meets the needs of all end users. These reports have been developed and were used in FY'05.
- Reaching out to the Legislature has been a key initiative for the Affirmative Market Program's Business Advisory Board (BAB) this past year. In so doing, the BAB hosted the First Annual Legislative Breakfast in January to discuss the challenges and opportunities of the AMP. All stakeholders were represented including State Senators and Representatives, M/WBE Vendors, AMP Department Coordinators and other Department Senior Staff. The BAB educated those that attended the breakfast about the important work that the AMP does for hundreds of M/WBEs.
- All in all, AMP had a very successful year in FY'05 and continues to pursue funding that will enhance the programs efforts to effectuate more M/WBE business through prime, sub-contracting and ancillary partnerships through statewide contracts and department expenditures.

**Message from the Commissioner**

*As Commissioner of the Division of Capital Asset Management and Maintenance (DCAM) I am once again pleased to present the agency's report on minority and women business participation in design and construction projects for Fiscal Year 2005. During Fiscal Year 2005 DCAM exceeded its minority business participation goals in construction awards and construction and design expenditures. DCAM also exceeded its women business participation goals in all areas: construction awards and expenditures as well as design awards and expenditures. DCAM has a long-standing history of providing opportunities for meaningful participation by minority and women owned business in its design and construction projects and conducting outreach to minority and women-owned businesses and is proud to continue its record of achievement. DCAM remains committed to continuing its leadership in this area by serving as a model public agency in ensuring the inclusion of minority and women businesses on agency construction projects so that the public dollars spent on Commonwealth projects are available to be shared by all of its citizens. With the new Construction Reform Law of 2004, DCAM is now playing a broader role in ensuring that all entities, including cities and towns undertaking state funded public construction projects, will have the information they need to comply with the sweeping provisions of the new construction reform law and DCAM is working closely with the State Office of Minority and Women Business Assistance to assist them in the development of the new municipal affirmative marketing program.*

David B. Perini  
Commissioner

**Mission**

The mission of the Division of Capital Asset Management and Maintenance (DCAM) is to serve the citizens of the Commonwealth by providing public-building construction and real estate services to state agencies. DCAM's scope of services includes planning, design, construction, capital repairs and improvements, contractor certification and compliance, leasing, and asset management. Formerly known as the Division of Capital Planning and Operations (DCPO), the agency was created in 1980 as part of the Ward Commission reforms. DCAM fulfills its mission by working in close collaboration with its state agency clients to support their needs and objectives and does so in accordance with the highest professional and technical standards.

**A Long-Standing Commitment to M/WBE Participation**

DCAM has included provisions for both MBE and WBE (MBE/WBE) participation in its construction contracts for over 20 years. MBE/WBE participation on DCAM construction projects is provided primarily by MBE/WBE subcontractors, in part because the numerous subcontracting firms on any given construction project provide the majority of hands-on construction services. Under Executive Order 237 and later Executive Order 390, DCAM added provisions for MBE and WBE participation goals to its design contracts.

During the late 90's DCAM commissioned a disparity study to determine the extent to which racial and gender discrimination had limited the participation of MBE/WBEs in building construction projects of the type undertaken by DCAM; to assess the availability of MBE/WBEs to perform DCAM projects; and to provide guidance to DCAM in establishing goals for MBE/WBE participation on DCAM projects. Based on the results of the disparity study and pursuant to Executive Order 390, M.G.L. Chapter 7, §40N, and relevant U.S. Supreme Court decisions, DCAM established goals of 7.4% for MBE participation and 4% for WBE participation on its construction projects. Goals of 8% for MBE participation and 4% for WBE participation were established for design contracts. DCAM is currently reviewing these goals through an ongoing disparity study commissioned with Mass Housing in 2005.

Achieving contract MBE/WBE goals is a priority at DCAM. Prior to the award of contracts with goals, contractors and designers submit a Schedule of MBE/WBE Participation showing that the applicable MBE/WBE participation goals for the contract will be met. All MBE/WBE design and construction contract goals are subject to reduction or waiver based upon project specific circumstances.

Once the project is underway, DCAM closely monitors the contractors' performance and works with contractors to ensure that the MBE/WBE participation goals are reached or exceeded and that all MBE/WBE subcontractors and consultants perform their work. DCAM's compliance officers, engineers, project managers, and legal staff all participate in this effort. In the occasional instances in which MBE/WBE participation goals have not been met and circumstances warrant agency action, DCAM can and does assess monetary damages against the contractor or designer and may also pursue other legal avenues.

### **Expanded Outreach to MBEs and WBEs**

Chapter 193 of the Acts of 2004, the new public construction reform law that was signed into law on July 19, 2004, changed public construction statutes, thresholds, and procedures to be followed for public construction projects. Among its sweeping provisions, the new law includes: an MBE/WBE program requirement for state funded municipal projects; new higher thresholds for general and filed sub-bidders; DCAM certification for filed sub-bidders; prequalification requirements for both general and filed sub-bidders on certain public building projects and new alternative delivery options for awarding authorities. The new law mandates that MBE and WBE goals applicable to state funded municipal projects be developed by DCAM in consultation with SOMWBA along with information about reductions or waivers of such goals in appropriate circumstances. The DCAM web site [www.mass.gov/cam/](http://www.mass.gov/cam/) has posted the new law with related information. As part of the agency's outreach efforts, DCAM's staff have conducted seminars and given presentations on the new law and the municipal MBE/WBE program to various groups and organizations across the state.

In addition, DCAM's Compliance staff continues their long-term outreach commitment by serving as panelists for MBE/WBE vendor workshops coordinated by the Commonwealth's Affirmative Market Program and for other design and construction related educational seminars. DCAM will continue its MBE/WBE education and outreach programs in FY06, and remains committed to creating opportunities for MBE/WBE firms.

### **FY05 MBE Narrative**

DCAM exceeded its benchmarks for MBE participation in contract awards and payments on construction projects in FY05. DCAM awarded 47 new contracts for construction and renovation projects in FY05 in the amount of \$165,985,079.00. Forty seven (47) MBE construction companies were scheduled to receive \$18,839,314.00 on these FY05 projects, accounting for 11.4% of the total construction contract dollars awarded, significantly exceeding the 7.4% MBE goal. The following are some of the largest construction subcontracts awarded to MBE firms in FY05:

<u>MBE Firm</u>	<u>Project</u>	<u>Contract</u>	<u>Value</u>
EAN Corporation	Hampden County Womens' Facility	F&I Concrete Foundations	\$1,035,000
Handford General Contractors, Inc.	Worcester Court Complex	Concrete Slabs JV	\$1,033,105
McCoy Fence, Inc.	Franklin County Jail	Fencing	\$699,000
RM Technologies	Springfield Technical	Asbestos Abatement	\$577,650
Titan Roofing, Inc.	Worcester Court	Membrane Roofing	\$4,350,000

During FY05 payments made to MBE construction contractors and subcontractors (under both contracts awarded in FY05 and contracts that extended into FY05 but awarded in prior years) were again substantial. Of \$171,123,218.00 DCAM paid to construction contractors, MBE contractors received \$13,192,422 in FY05, 7.8% of the total, slightly exceeding the 7.4% goal<sup>1</sup>.

During FY05 DCAM awarded 37 new design contracts for a total value of \$8,993,582.00. MBE designers and subconsultants were scheduled to receive subcontracts totaling \$604,903.00 (6.73%) of the total design contract dollars awarded. Of \$18,241,786.00 DCAM paid to design contractors in FY05, MBE designers and subconsultants received \$1,755,914.00, or 9.6% of the total, exceeding the 8% goal<sup>1</sup>.

### **FY05 WBE Narrative**

DCAM exceeded its WBE benchmarks for contract awards and payments on both construction and design projects in FY05. DCAM awarded 47 new contracts for construction and renovation projects in FY05 in the amount of \$165,985,079.00. Fifty two (52) WBE construction companies were scheduled to participate on DCAM FY05 construction projects. These WBE firms were scheduled to receive \$8,496,517.00 (5.1%) of the construction contract dollars awarded by DCAM in FY05, exceeding the 4% WBE goal. The following are some of the largest subcontracts awarded to WBE construction contractors in FY05:

<u>WBE Firm</u>	<u>Project</u>	<u>Contract</u>	<u>Value</u>
Heckman Masonry	OMS Replacement Concord St. Armory	Masonry	\$657,000
SOS Corporation	Worcester Court Complex	Construction Cleaning	\$472,000
Gilbert & Becker, Inc.	Salem Probate Court	Copper Roofing	\$389,000
The Plouffe Corporation	Franklin County Jail	Concrete Foundations	\$380,000
Architectural Engineers, Inc.	Hampden County Womens' Facility	M&E Engineering	\$375,000

DCAM paid \$171,123,218.00 to construction contractors during FY05. WBE firms on DCAM construction projects received payments totaling \$13,304,680.00 during FY05, or 7.8%, significantly exceeding the 4% WBE goal.<sup>1</sup>

During FY05 DCAM awarded 37 new design contracts for a total value of \$8,993,582.00. On these design projects, WBE designers and subconsultants were scheduled to receive subcontracts totaling \$837,703.00 (9.3%) of the total design contract dollars awarded, greatly exceeding the 4% WBE design project goal. DCAM paid \$18,241,786.00 to design contractors in FY05. Payments to WBE designers and subconsultants on all design contracts in FY05 totaled \$829,480.00, or 4.5% of the total paid, slightly exceeding the 4% WBE goal<sup>1</sup>.

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<sup>1</sup> Payments to MBE/WBE subcontractors and subconsultants are reported to DCAM quarterly by the prime contractor and designer on each contract. DCAM's MBE/WBE payment data is based on the information available to DCAM at the time that its fiscal year reports are compiled. Many DCAM projects are performed over several fiscal years. Therefore, a portion of MBE/WBE payments reported by general contractors and prime design firms in FY05 are for projects awarded during prior fiscal years.

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# DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE (DCAM)

## CONSTRUCTION & DESIGN



**DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE  
AFFIRMATIVE MARKET PROGRAM  
FY04 EXPENDITURE REPORT  
CONSTRUCTION AND DESIGN EXPENDITURES**

<b>DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE</b>						
<b>FY05 CONSTRUCTION EXPENDITURES</b>						
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
	FY05 Total Expenditures	FY05 M/WBE Benchmark	MBE Expenditures	WBE Expenditures	FY05 Expenditures (Col. 3+4)	VARIANCE (Col. 5-2)
Division of Capital Asset Management and Maintenance	\$171,123,218	\$19,508,047	\$13,192,422	\$13,304,680	\$26,497,102	\$6,989,055
<b>TOTAL</b>	<b>\$171,123,218</b>	<b>\$19,508,047</b>	<b>\$13,192,422</b>	<b>\$13,304,680</b>	<b>\$26,497,102</b>	<b>\$6,989,055</b>

<b>DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE</b>						
<b>FY05 DESIGN EXPENDITURES</b>						
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
	FY05 Total Expenditures	FY05 M/WBE Benchmark	MBE Expenditures	WBE Expenditures	FY05 Expenditures (Col. 3+4)	VARIANCE (Col. 5-2)
Division of Capital Asset Management and Maintenance	\$18,241,786	\$2,079,564	\$1,761,896	\$829,480	\$2,591,376	\$511,812
<b>TOTAL</b>	<b>\$18,241,786</b>	<b>\$2,079,564</b>	<b>\$1,761,896</b>	<b>\$829,480</b>	<b>\$2,591,376</b>	<b>\$511,812</b>

**DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE  
AFFIRMATIVE MARKET PROGRAM  
FY05 EXPENDITURE REPORT  
CONSTRUCTION AND DESIGN AWARDS**

<b>DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE</b>						
<b>FY05 CONSTRUCTION AWARDS</b>						
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
	FY05 Total AWARDS	FY05 M/WBE Benchmark	MBE AWARDS	WBE AWARDS	FY05 AWARDS (Col. 3+4)	VARIANCE (Col. 5-2)
Division of Capital Asset Management and Maintenance	\$165,985,079	\$18,922,299.01	\$18,839,314	\$8,496,517	\$27,335,831	\$8,413,532
<b>TOTAL</b>	<b>\$165,985,079</b>	<b>\$18,922,299.01</b>	<b>\$18,839,314</b>	<b>\$8,496,517</b>	<b>\$27,335,831</b>	<b>\$8,413,532</b>

<b>DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE</b>						
<b>FY05 DESIGN AWARDS</b>						
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
	FY05 Total AWARDS	FY05 M/WBE Benchmark	MBE AWARDS	WBE AWARDS	FY05 AWARDS (Col. 3+4)	VARIANCE (Col. 5-2)
Division of Capital Asset Management and Maintenance	\$8,993,582	\$1,079,230	\$622,647	\$837,703	\$1,460,350	\$381,120
<b>TOTAL</b>	<b>\$8,993,582</b>	<b>\$1,079,230</b>	<b>\$622,647</b>	<b>\$837,703</b>	<b>\$1,460,350</b>	<b>\$381,120</b>

# EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS (EOEA)

## Message from the Secretary

*Upon assuming the post of Secretary for Environmental Affairs in July of 2005, I have endeavored to continue the work of my predecessor, Ellen Roy Herzfelder, in exploring new ways in which the Executive Office of Environmental Affairs (EOEA) may aggressively pursue the goals set forth in the Affirmative Marketing Program (AMP). The secretariat remains committed to working diligently with the Administration in expanding opportunities for women, and minority-owned businesses. In this Administration, we undertook new initiatives such as Smart Growth and focused on existing efforts such as the Environmental Justice and Lifeguard Training Programs. I am pleased to report that these initiatives are firmly established programs in the secretariat and continue to build upon the objectives set forth in the Affirmative Marketing Program.*

**Stephen R. Pritchard**  
**Secretary**

## Mission Statement

The Executive Office of Environmental Affairs seeks to preserve and enhance the quality of life in Massachusetts by protecting the environment and conserving natural resources. The secretariat consists of the Executive Office and four agencies:

- Department of Environmental Protection (DEP)
- Department of Agricultural Resources (DAR)
- Department of Fisheries and Game (DFG)
- Department of Conservation and Recreation (DCR)

EOEA's mandate is stated in Article XCVII of the Massachusetts Constitution: "The people shall have the right to clean air and water, freedom from excessive and unnecessary noise, and the natural, scenic, historic, and aesthetic qualities of their environment; and the protection of the people in their right to the conservation, development, and utilization of the agricultural, mineral, forest, water, air and other natural resources is hereby declared to be a public purpose." To meet its mission, EOEA seeks to improve, refocus, and move beyond "traditional" regulatory approaches that have been relied upon in the past.

In the implementation of this new approach, EOEA has focused its efforts in the following areas:

- **Ocean Management:** Ensure the stewardship of the state's coastal and marine resources through better governance, improved water quality, and greater attention to public trust and access issues.
- **Water Resources:** Preserve, protect and restore water resources and supporting ecosystems within the state's watersheds, and ensure sound management and efficient use of water resources.
- **World Class Parks:** Improve the management and maintenance of facilities and through public-private partnerships to increase resources available to the state's unified park system.
- **Lean and Green:** Establish clear and performance-based regulatory standards, reduce paperwork and process, increase transparency of information, and strengthen enforcement efforts.
- **Smart Land Protection:** Maximize the state's ability to preserve natural resources of statewide significance through strategic leveraging of private, municipal and federal funds.
- **Sustainable Development and Brownfields:** Promote compact, walkable development and environmentally sustainable land use as defined in the development principles adopted by the Office of Commonwealth Development.

- **Environmental Justice:** Fast-track efforts to identify and advance solutions in communities facing acute environmental issues.

## Overview of Secretariat Agencies

The **Department of Environmental Protection** is the state agency responsible for protecting human health and the environment by ensuring clean air and water, the safe management and disposal of solid and hazardous wastes, the timely cleanup of hazardous waste sites and spills, and the preservation of wetlands and coastal resources.

The **Department of Fisheries and Game** is the state agency responsible for the management and protection of the state's fisheries and wildlife, including rare and endangered species. The agency promotes protection, restoration, and ecological integrity of the Commonwealth's rivers streams, and adjacent lands undertakes river protection and monitoring efforts, and provides boat and canoe access at over 200 sites on coastal waters, Great Ponds and rivers. The Division of Marine Fisheries is responsible for managing the Commonwealth's marine fishery resources including shellfish and lobster. The Fisheries and Wildlife Division has stewardship responsibility for all inland wildlife, including rare and endangered species, and also provides outdoor recreation opportunities for public enjoyment.

The **Department of Agricultural Resources'** mission is to support, promote and enhance the long-term viability of Massachusetts agriculture with the aim of helping this state's agricultural businesses become as economically and environmentally sound as possible. By so doing, it is hoped that our farmers will continue to support and maintain thousands of acres of valuable open space for the benefit of the state's economy and environment. The Department's divisions and bureaus are working to fulfill this mission through a variety of initiatives and programs.

The new **Department of Conservation and Recreation** was created through the unification of EOE's two parks agencies, the former **Department of Environmental Management** and the former **Metropolitan District Commission**. This new statewide agency is composed of the Division of Watershed Management, Division of State Parks and Recreation, and Urban Parks and Recreation. DCR is the state's primary land management and natural resource planning agency. It is responsible for the care and oversight of the natural, cultural, and historic resources of the Commonwealth and provides quality public recreational opportunities that are environmentally sound, affordable, and accessible to all citizens. Its statewide holdings include forests, salt and freshwater beaches, lakes and ponds where the public can swim, fish, hike, camp, sightsee and picnic, skating rinks, tennis courts, swimming pools, athletic fields, bicycle/jogging paths, playgrounds, bandstands and music shells (including the Hatch Memorial Shell on the Charles River Esplanade), historic sites and museums, golf courses, downhill ski areas, and parkways. DCR also manages a 120,000-acre watershed and reservoir system that provides water for 2.5 million people. In addition to operating and managing these facilities, DCR performs resource assessments, planning, design, construction and scientific services.

## FY05 MBE/WBE Narrative

In FY05 budgets for the environmental agencies continue to recover and stabilize fiscally after the preceding fiscal years. The restoration of adequate funding is reflected in the increases in MBE/WBE spending across the agencies. Department of Conservation and Recreation is building upon its progress in integrating former DEM and MDC operational and administrative components, and the Executive Office and Department of Fish and Game have fully adapted to the transfer of the Office of Law Enforcement (OLE) between the two agencies.

For DEP, overall M/WBE procurements saw an increase from the previous two fiscal years, especially on the WBE side. Agency-wide MBE procurements totaled \$216,526 leaving a minimal deficit of \$53,526. However, we are pleased to report that DEP was able to exceed its WBE benchmark of \$285,196 by more than 60% for a total WBE amount of \$445,769. During the next fiscal year, DEP will endeavor to meet and when possible, exceed our M/WBE benchmarks. In doing this DEP will continue to implement its Procurement Plan program, which was specifically developed to monitor the agency's expenditures of the AMP for M/WBEs. The program provides a minimum reference point for each bureau's M/WBE target and continues to be met with optimism agency-wide. Its ability to incorporate all levels of staff from administrative, professional support staff to senior management has insured that DEP is making a collaborative agency-wide effort.

The DFG met its overall AMP goals for FY05 and is working to further increase AMP participation for FY06. The department has an AMP Coordinator who provides advice to the procurement staff and serves as the department's AMP liaison. Several of the department's divisions regularly post small RFR's -those under \$50,000- on the comm.-pass website in an effort to increase exposure for our procurements to potential MBE/WBE firms. As many other departments, DFG utilizes MSAs for most of our large procurements, many of which are for specialty items for which there are currently no MBE or WBE vendors; this restricts our AMP expenditures.

The Department of Agriculture Resources MBE spending increased from \$11,797 in FY04 to \$13,215 in FY05; an increase of \$1,418. WBE spending increased by \$13,009; from \$10,647 in FY04 to \$23,656 in FY05.

According to data supplied by AMP, DCR's WBE spending increased from \$2,709,107 in FY04 to \$3,070,982 in FY05, and increase of \$361,875. MBE spending increased from \$291,440 in FY04 to \$2,636,799 in FY05, an increase of \$2,345,359.

### **FY05 Comments on the Affirmative Market Program by Agency**

The agencies of the Executive Office of Environmental Affairs (EOEA) employ a variety of administrative tools to aggressively expand opportunities for minority women owned businesses. The staff of each agency has developed various institutional strategies directed toward increasing business opportunities for M/WBEs with EOEA agencies. However, per OSD guidelines, departments are mandated to utilize statewide contracts for the bulk of discretionary spending. This inherently limits the flexibility that a department has in increasing its AMP expenditures.

In DEP, the Contract Compliance Unit continues to be an advocate for improving opportunities for Minority and Women-Owned Businesses. One of the ways this is accomplished is by implementing measures to keep cost center managers, bureau directors and senior management informed of DEP's progress by providing progress reports and in-house training. In addition, the implementation of a Procurement Plan is an invaluable diagnostic tool in monitoring, projecting, achieving and exceeding M/WBE goals. DEP continues to build a strong partnership with the M/WBE community by disseminating information and acting as a liaison between M/WBE vendors, the Small Office of Minority and Women Business Assistance (SOMWBA), the US Environmental Protection Agency's (US EPA) Disadvantage Business Enterprise (DBE) Program and the Commonwealth's AMP.

DCR currently has two Affirmative Market Co-Coordinators. One of the two Co-coordinators serves as the RFR Committee Team Leader. He scrutinizes all RFRs to ensure that MBEs and WBEs are included among the qualified subcontractors that are considered for participation on projects that are multi-trade with estimated costs in excess of \$50,000. The other member of the AMP Coordination Team is a staff

member in the Office of Contract Administration. He monitors the agency's contract awards and provides assistance to other departments in creating opportunities for inclusion in contracting and procurement activity.

For DAR, FY2005 demonstrated the continued need for the agricultural industry's commodity groups, associations, and farm businesses to become recognized as M/WBE's through SOMWBA certification. While the Department awards funds to many entities that would qualify for, and would benefit from, SOMWBA certification, no such organization applied for funding. The Department consistently communicates the benefits of SOMWBA certification to the agricultural industry.

Within the Executive Office (ENV) itself, all Requests for Response (RFR) include a clause (item 15) which describes the Affirmative Market Program and encourages M/WBE to bid and, if not already SOMWBA-certified, directs them to SOMWBA. It is believed this initiative will contribute toward improvement of our future MBE and WBE vendor use. With respect to purchases from both price agreements and master service agreements, staff is encouraged to give greater consideration to M/WBE vendors. As always, EOEA ensures that there remain opportunities for M/WBEs to compete for and, where appropriate, to receive contracts as well as subcontracts. And we will continue to be an active participant in all vendor-related events where the agency is able to outreach to M/WBE vendors who are willing, ready and able to do business with the Commonwealth.

## **Overview of Secretariat Agencies**

### **Department of Environmental Protection**

The Massachusetts Department of Environmental Protection (DEP) is a state agency whose responsibilities include protecting the environment and its inhabitants by ensuring it maintains clean air and water, manages the safe disposal and/or timely cleanup of solid and hazardous wastes sites and spills, and preserves the coastal resources as well as the wetlands located throughout the Commonwealth.

DEP's budget has continued to stabilize throughout fiscal year 2005. Overall M/WBE procurements saw an increase from the previous two fiscal years, especially on the WBE side. Agency-wide MBE procurements totaled \$216,526 leaving a minimal deficit of \$53,526. However, we are pleased to report that DEP was able to exceed its WBE benchmark of \$285,196 by more than 60% for a total WBE amount of \$445,769.

During the next fiscal year, DEP will endeavor to meet and when possible, exceed our M/WBE benchmarks. In doing this DEP will continue to implement its Procurement Plan program, which was specifically developed to monitor the agency's expenditures of the AMP for M/WBEs. The program provides a minimum reference point for each bureau's M/WBE target and continues to be met with optimism agency-wide. Its ability to incorporate all levels of staff from administrative, professional support staff to senior management has insured that DEP is making a collaborative agency-wide effort.

As always, DEP wants to insure that there remain opportunities for M/WBEs to compete for and, where appropriate, to receive contracts as well as subcontracts. And it will continue to be an active participant in all vendor-related events where the agency is able to outreach to M/WBE vendors who are willing, ready and able to do business with the Commonwealth.

## Historical Spending Trend Minority Business Enterprise (MBE)

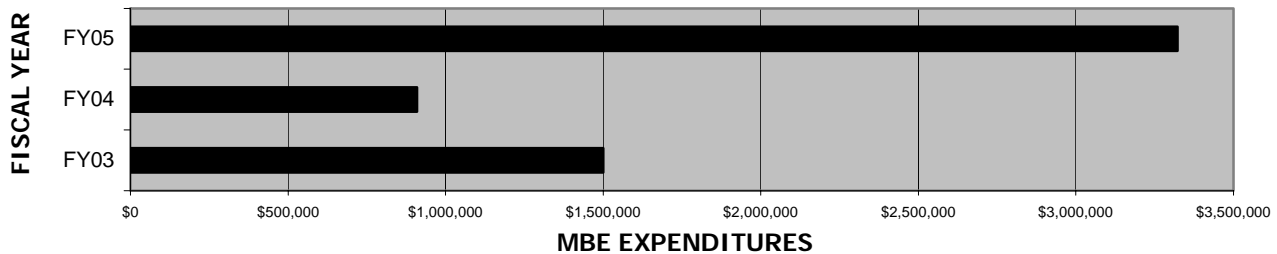
### EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS

	FY03	FY04	FY05
Department of Agricultural Resources (formerly Food and Agriculture)	\$26,743	\$11,797	\$13,215
Department of Conservation and Recreation (formerly Metropolitan District Commission)	\$558,725	\$291,440	\$2,636,799
Department of Fish and Game	*	\$72,446	\$216,399
Environmental Management	\$255,148	**	**
Environmental Protection	\$142,758	\$397,329	\$216,526
Executive Office	\$111,707	\$117,472	\$221,650
Fisheries and Wildlife	\$395,476	*	*
State Reclamation Board	\$9,739	\$19,216	\$17,774
<b>TOTAL</b>	<b>\$1,500,296</b>	<b>\$909,700</b>	<b>\$3,322,363</b>

\*In FY04 Fisheries and Wildlife became part of the newly created Department of Fish and Game, which also includes: the Division of Marine Fisheries, the Division of Fisheries and Wildlife, the Public Access Board, and the Riverways Program.

\*\*In FY04 the Department of Environmental Management was eliminated.

### E.O. ENVIRONMENTAL AFFAIRS MBE



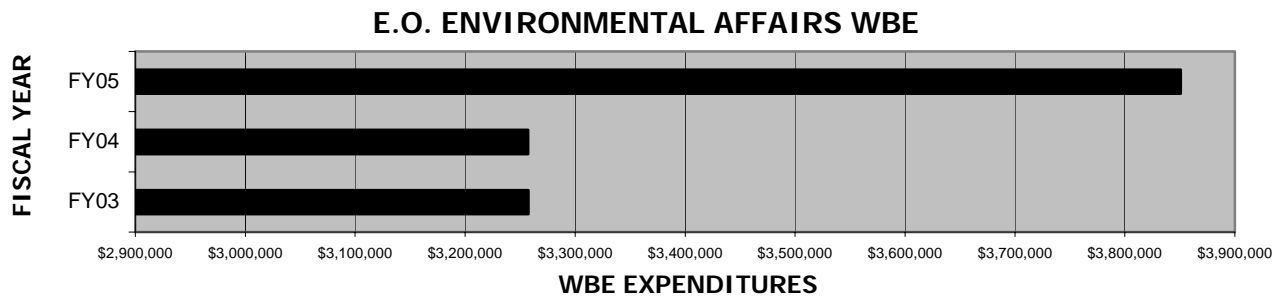
## Historical Spending Trend Minority Business Enterprise (WBE)

### EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS

	FY03	FY04	FY05
Department of Agricultural Resources (Formerly Food and Agriculture)	\$16,609	\$10,647	\$23,656
Department of Conservation and Recreation (formerly Metropolitan District Commission)	\$1,778,919	\$2,709,107	\$3,070,982
Department of Fish and Game	*	\$79,843	\$105,459
Environmental Management	\$440,500	**	**
Environmental Protection	\$290,670	\$281,778	\$445,769
Executive Office	\$188,957	\$151,193	\$181,588
Fisheries and Wildlife	\$523,783	*	*
State Reclamation Board	\$18,007	\$24,693	\$23,275
<b>TOTAL</b>	<b>\$3,257,445</b>	<b>\$3,257,261</b>	<b>\$3,850,729</b>

\*In FY04 Fisheries and Wildlife became part of the newly created Department of Fish and Game, which also includes: the Division of Marine Fisheries, the Division of Fisheries and Wildlife, the Public Access Board, and the Riverways Program.

\*\*In FY04 the Department of Environmental Management was eliminated.





**EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS  
AFFIRMATIVE MARKET PROGRAM  
FY05 EXPENDITURE REPORT  
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS								
	FY05 Disc. Base	2Yr (03/04) Average	FY05 Proj. Incr	FY05 MBE Benchmark	Final Expenditures	Sub- Contractor Payments	Total FY05 Expenditures	Variance
Department of Agricultural Resources	\$13,949,503	\$19,270	\$500	\$19,770	\$13,215	\$0	\$13,215	(\$6,555)
Department of Conservation and Recreation	\$71,301,430	\$145,720	\$100,000	\$245,720	\$2,631,934	\$4,865	\$2,636,799	\$2,391,079
Department of Fish and Game	\$18,315,068	\$233,961	(\$86,170)	\$147,791	\$187,345	\$29,054	\$216,399	\$68,608
Environmental Protection	\$38,728,261	\$269,979	\$0	\$269,979	\$214,985	\$1,541	\$216,526	(\$53,453)
Executive Office of Environmental Affairs	\$7,461,501	\$114,590	\$0	\$114,590	\$221,650	\$0	\$221,650	\$107,060
State Reclamation Board	\$2,385,652	\$14,478	\$1,500	\$15,978	\$17,774	\$0	\$17,774	\$1,796
<b>TOTAL</b>	<b>\$152,141,415</b>	<b>\$797,998</b>	<b>\$15,830</b>	<b>\$813,828</b>	<b>\$3,286,903</b>	<b>\$35,460</b>	<b>\$3,322,363</b>	<b>\$2,508,535</b>

**EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS  
AFFIRMATIVE MARKET PROGRAM  
FY05 EXPENDITURE REPORT  
GOODS AND SERVICES**

WOMAN BUSINESS ENTERPRISE EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS								
	FY05 Disc. Base	2Yr (03/04) Average	FY05 Proj. Incr	FY05 MBE Benchmark	Final Expenditures	Sub- Contractor Payments	Total FY05 Expenditures	Variance
Department of Agricultural Resources	\$13,949,503	\$13,628	\$1,000	\$14,628	\$23,656		\$23,656	\$9,028
Department of Conservation and Recreation	\$71,301,430	\$1,354,554	\$300,000	\$1,654,554	\$3,067,020	\$3,962	\$3,070,982	\$1,416,428
Department of Fish and Game	\$18,315,068	\$301,813	(\$170,437)	\$131,376	\$94,659	\$10,800	\$105,459	(\$25,917)
Environmental Protection	\$38,728,261	\$285,196	\$0	\$285,196	\$440,139	\$5,630	\$445,769	\$160,573
Executive Office of Environmental Affairs	\$7,461,501	\$170,075	\$0	\$170,075	\$172,712	\$8,876	\$181,588	\$11,513
State Reclamation Board	\$2,385,652	\$21,350	\$1,700	\$23,050	\$23,275		\$23,275	\$225
<b>TOTAL</b>	<b>\$152,141,415</b>	<b>\$2,146,616</b>	<b>\$132,263</b>	<b>\$2,278,879</b>	<b>\$3,821,461</b>	<b>\$29,268</b>	<b>\$3,850,729</b>	<b>\$1,571,850</b>

# EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES (EOHHS)

## Message from the Secretary

*As the Commonwealth's secretariat responsible for approximately half of the state's expenditures, the Executive Office of Health and Human Services holds the greatest opportunity for partnerships with minority and women-owned businesses. In this regard, we take the goal of increasing our relationships with minority and women-owned businesses seriously and strive to be the model for other Commonwealth agencies. As always, we remain committed to supporting a diverse network of vendors which helps us to better serve our clients and achieve our FY2005 goals.*

**Timothy R. Murphy**  
Secretary

## Mission Statement

The Executive Office of Health and Human Services (EOHHS) oversees essential health, social, disability, childcare, juvenile crime prevention, elder and veteran services programs for residents of the Commonwealth and employs 26,000 staff. EOHHS and its agencies provide services through state operated programs, contracts with private organizations, and direct benefit payments. This Secretariat, the largest in the Governor's cabinet, includes a total of fifteen departments and leads the way in expenditures with Minority and Women-Owned businesses.

## Minority Business Spending

During fiscal year 2005 Secretariat agencies continued to lead the Commonwealth in Minority Business Enterprise (MBE) expenditures, which totaled \$168,423,206. Eleven (11) of our seventeen (17) agencies exceeded their benchmarks, including sub-contracting, again reflecting the commitment of the Secretariat to work with MBE community-based organizations to provide health and human services. Our FY 2005 MBE expenditures represent 90% of all MBE expenditures for goods and services for the Commonwealth's executive branch. One of the big reasons for any decrease in spending is the change in status of vendors from FY04 to FY05. For example, DMH had three vendors that in FY04 were classified as both MBE and WBE. In FY05, they were only classified as WBE. This resulted in a loss of \$4.7 million in MBE spending.

## Women Business Spending

This was our seventh year of systematically and actively reaching out to Women Business Enterprises (WBE's). We spent \$182,602,202 on WBE's, exceeding our total from last year of \$149,405,686. We also exceeded our benchmark of \$138,522,355 by \$44,079,847. Fourteen (14) of our seventeen (17) agencies exceeded their benchmarks. This represents almost 90% of the executive branch expenditures with WBE's in goods and services.

## Issues and Concerns

There are a relatively low number of M/WBE's in Not for Profit Health and Human Services Field. Several EOHHS agencies are limited in their spending with M/WBE's by the lack of SOMWBA certified not for profit health and human services providers. Given the specific nature of the services that our agencies are mandated to provide, and the limited extent to which M/WBE's are currently available for the provision of those services, benchmarks are sometimes unattainable.

## **Accomplishments and Initiatives**

- MCDHH not only significantly increased its spending, the department also increased the number of Minority and Women owned vendors used from 6 to 11
- MCDHH focused on expanding awareness of business opportunities to members of the SOMWBA-certified community by its commitment to post ALL solicitations, including those below the \$50,000 benchmark, on Comm-PASS.
- MCDHH also included a strong commitment to further expand MBE and WBE business in the following commodity areas:
  - Printing services
  - Food and catering services
- ORI's commitment to supporting the development and growth of MBEs and WBEs has long been consistent with the agency's mission to support the ethnic and cultural diversity of Massachusetts. In FY05 ORI renewed this commitment under the leadership of new Executive Director Pierre Imbert, reaching out to the fullest extent possible to MBEs and WBEs to encourage their participation in several procurements conducted by the agency. As a result, ORI's FY05 MBE and WBE expenditures increased significantly, primarily with vendors who had already established themselves in ORI's refugee service provider network.
- DPH - While facing the challenge of budget cuts with the resulting reduced staffing and loss of discretionary spending, DPH still made significant progress over last year's benchmark. DPH oversees essential health services programs for residents of the Commonwealth and employs 3,281 staff and provide these services through state operated programs (hospitals), and contracts with private organizations.
- VET continues to renew contracts with MBE's and WBE's and seeks out new ones for incidental purchases.
- HCF was able to exceed its benchmarks by contracting with MBE's and WBE's for moving, temporary help, office supplies, printing, and office furnishings.
- DMH - Their AMP initiative for FY06 continues to include scheduling training for Equal Opportunity Representatives in each DMH Area to participate on RFR committees. Their responsibilities will include rating all AMP Plans submitted as part of each proposal in order to maximize our performance and offer further opportunities for M/WBEs.
- DSS - As part of AMP coordinating activities, DSS is promoting efforts to work with PMTs and contract managers to negotiate AMP benchmarks at contract signings. Initiatives are also being set forth to monitor AMP benchmarks via bi-annual progress reviews and to establish yearly AMP benchmark evaluations.

## **Team Approach**

The Department of Mental Health (DMH) has instituted an Affirmative Market Program team whose members include the AMP Coordinator, the Assistant Commissioner for Administration and Finance, the Director of Contracts, and the Assistant Director of Contracts. This allows for a multidisciplinary approach to enhancing DMH's involvement in the AMP program.

The AMP Team has identified and calculated the average Minority and Women Business Expenditures, and FY06 Projected MBE & WBE Expenditures. Team members take turns attending AMP meetings.

## **Procurement Language Initiatives**

To further promote the attainment of annual benchmarks for spending with SOMWBA certified M/WBE's, the Department of Social Services (DSS) is fully implementing the AMP Procurement Language Initiative. For example, additional points are being awarded in scoring RFR responses if vendors are SOMWBA certified. Additional points are given to bidders who submit an AMP plan. To receive maximum scoring, vendors need to demonstrate: 1) subcontract development; 2) ancillary uses; 3) past performance; and 4) creative initiatives.

## **Outreach to M/WBE's**

Several agencies are actively working to increase and strengthen the pool of not for profit health and human services providers that are SOWMBA certified.

The Department of Social Services (DSS) has developed a three level strategy:

1. Work with existing M/WBE's to ensure their continued SOWMBA certification.
2. Work with eligible providers to submit their documentation to achieve SOMWBA certification.
3. Seek new providers to ensure the growth and development of new SOMWBA certified providers. This last component of the strategy has been positive due to DSS' need to provide services as close to the natural community where the individuals being served reside.

## **Overview of Secretariat Agencies**

### **Department of Social Services**

DSS continues to focus on the delivery of community services thus providing an ongoing opportunity for new WBE/MBE businesses/organizations to be created. This has yielded increases in WBE/MBE expenditures over time.

Another effort that DSS continues to foster is to publicize MBE and WBE vendors that have a reputation for outstanding customer satisfaction in execution of their contracts as demonstrated by the following:

Excellent quality control measures  
Safety, health and environmental compliance programs  
Cost of contracting—finish all work within the bid price.  
Timely deliverables of goods or services  
Quality of products  
Performance of contract specifications  
Timely reporting, meets your required timelines  
Partnering with other SOMWBA certified vendors

In the previous year DSS partnered with East Coast Petroleum and released a mailing to nonprofit providers. A women owned business, East Coast petroleum provides subcontracting opportunities for nonprofits to progress toward improving their individual AMP goals. This initiative has helped nonprofits to better deal with rising oil prices, and has also heightened their awareness to the benefit of doing business via statewide contracts.

DSS tracks WBEs and MBEs on statewide contracts and promotes efforts to determine the vendor pool availability of SOWMBA certified WBEs and MBEs. DSS continues to utilize statewide contracts whenever possible to further our agency AMP goals and to support statewide AMP goals.

The Agency promotes the annual attainment of benchmarks for spending with SOMWBA certified M/WBEs by encouraging large corporate bidders to foster relationships with SOMWBA certified companies. DSS has fully implemented the AMP Procurement Language Initiative in RFRs and awards additional points in scoring if vendors are SOMWBA certified. Also, bidders who submit an AMP plan with responses to RFRs receive extra points based on 1) subcontract development; 2) ancillary uses; 3) past performance; and 4) creative initiatives.

As part of AMP coordinating activities, DSS is promoting efforts to work with PMTs and contract managers to negotiate AMP benchmarks at contract signings. Initiatives are also being set forth to monitor AMP benchmarks via bi-annual progress reviews and to establish yearly AMP benchmark evaluations.

During this past fiscal year, DSS has observed a significant change with MBE/WBE expenditures. Although the Agency only slightly exceeded its MBE AMP goal by the amount of \$1,413 in FY'05 as compared to the previous fiscal year, this is accounted for by status changes with businesses being reassigned from the MBE category to the WBE category possibly due to changes in ownership and/or mergers, etc. On a positive note, these status changes resulted in DSS exceeding the projected FY'05 AMP WBE benchmark expenditure goal by more than 50%.

Overall, DSS continues to demonstrate a very positive historical trend in both achieving and exceeding its AMP goals for MBE/WBE benchmark expenditures as indicated in the table below.

*MBE/WBE Historical Trends on Expenditure Increases for DSS from Year to Year*

<b>FY'02 – FY'03</b>	<b>FY'03 – FY'04</b>	<b>FY'05 – FY'06</b>
\$3,563,186 MBE	\$2,605,649 MBE	\$ 285,743 MBE
\$ 443,776 WBE	\$ 1,398,334 WBE	\$ 17,598,528 WBE

In summary, combined MBE/WBE expenditures exceeded 10% of the Agency's discretionary spending for FY'05. With the new AMP benchmarks set forth for this fiscal year, it is projected that combined MBE/WBE expenditures will again exceed the Department's discretionary spending amount by 10% for FY'06.

## **Office of Elder Services**

The community-based programs for elders managed by the Office of Elder Affairs have always included significant participation by minority- and women-owned businesses and non-profit organizations. The future expansion and evolution of these community-based programs to meet the needs of our growing elderly population will provide even further opportunities for minority- and women-owned businesses and non-profit organizations. Elder Affairs is committed to providing these opportunities in FY 2006 and beyond, through the Affirmative Market Program established by Executive Order 390.

We promote the independence and well-being of elders and people needing medical and social supportive services by providing advocacy, leadership, and management expertise to maintain a continuum of services responsive to the needs of our constituents, their families and caregivers.

Most of Elder Affairs' budget continues to be expended through non-profit organizations and municipal Councils on Aging for community-based services to elders, especially to frail, low-income elders who need assistance to continue to live safely in their own homes. Of the \$348

million Elder Affairs expended in FY 05, \$253 million—73%—went for grants and contracts to provide such services. (Another \$92 million—nearly 27%—was expended for prescription drug benefits and insurance administration in Prescription Advantage.) Elder Affairs' continued high level of MBE expenditures, \$18.6 million in FY05, surpassed the benchmark of \$15.9 million, by \$2.7 million, reflects the ongoing importance of minority vendors in the Home Care program and related community-based services for frail elders. Central Boston Elder Services, a minority non-profit organization, is one of the largest of the state's 27 Aging Services Access Points (ASAPs). The ASAPs manage the Home Care, Respite Care, Enhanced Community Options, and Community Choices programs at the local level and coordinate community-based long-term care to help elders remain safely at home and avoid costly and less preferred institutional care.

ASAPs serve as prime contractors for the community-based long-term care programs funded by Elder Affairs, subcontracting with service providers to meet the needs of elderly clients as identified in the ASAPs' case management and service planning processes. Minority vendors continue to provide these subcontracted services as well.

Elder Affairs' FY 05 WBE expenditures resulted from increased spending by ASAPs with WBE homemaker and personal care subcontractors. WBEs as well as MBEs continue to be well represented among providers of homemaker and personal care services to frail elders. The benchmark for the WBE component in FY05 was \$4.45 million. The \$5.63 million in expenditures resulted in the benchmark being exceeded by \$1.18 million.

We will continue to emphasize the importance of the MBE/WBE program with our contractors in FY06. Our combined WBE/MBE benchmark goals for FY06 total \$22 million. We anticipate meeting this benchmark.

### **Massachusetts Commission for the Deaf and Hard of Hearing**

The Massachusetts Commission for the Deaf and Hard of Hearing is the principal agency in the Commonwealth on behalf of people of all ages who are deaf and hard of hearing. To fulfill its function, MCDHH is mandated to:

- Promulgate and coordinate public policy;
- Deliver technical assistance and resources to other state agencies as needed;
- Advocate;
- Provide or ensure provision of direct specialized services including but not limited to case management, interpreter services, technology services including telecommunication and assistive listening devices, independent living services, information services, and such other services as it determines are needed;
- Carry out public education;
- Ensure the accessibility and quality of existing services and recommend new services as needed; and
- Make recommendations to the Governor

All functions and services are carried out in order to enable deaf and hard of hearing individuals to have access to information, services, education, and opportunities which will be equal to those of able-bodied people who hear and which will enable each deaf and hard of hearing individual to live productively and independently while assuming fullest responsibilities as a citizen.

The Massachusetts Commission for the Deaf and Hard of Hearing reports the following FY'05 MBE accomplishments:

- FY'05 spending: ***\$18,588.56***

- FY'04 spending: **\$8,517.78**
- Change in MBE spending, FY'05 over FY'04: **118% increase**

### Massachusetts Commission for the Blind

The Massachusetts Commission for the Blind (MCB) provides the highest quality rehabilitation and social services to blind individuals, leading to independence and full community participation. MCB accomplishes this critical mission by working in partnership with legally blind consumers, families, community agencies, health care providers, and employers.

In FY05, the Massachusetts Commission for the Blind (MCB) continued to provide quality services to its clients. While MCB failed to meet the MBE benchmark, this is primarily the result of skewed figures in FY -03- and -04- resulting from relocating our main office location and purchasing new office furniture. Both the moving services (\$79,834.) and office furniture (\$53,241.93) were purchased from MBE vendors. Both of these expenditures were one time only and outside the scope of usual procurement.

As was the case in FY04, MCB continues to fail to meet the WBE benchmarks as a result of a skewed average caused by one time software upgrades, (\$16,886.60) and the purchase of office furnishings (\$52,796.02). In FY05 we continued to purchase from MBE vendors when not purchasing from Statewide MSA vendors, but this year our purchases have been more standard and routine.

During FY'03/04 the MCB central office was relocated by a certified MBE mover. Additionally, new equipment and furniture were purchased from MBE and WBE providers. This resulted in a substantial one time in AMP spending.

Although a small increase in discretionary dollars was available in FY'05 this was less than was spent in FY 03/04. This adjustment resulted in a more realistic MBE/WBE FY'05 benchmark.

In FY06, MCB continues to strive to purchase with MBE/WBE certified vendors whenever possible and not when not required to use the statewide MSA vendors.

### Executive Office of Health and Human Services Historical Spending Trend-Minority Business Enterprises (MBEs)

	FY03	FY04	FY05
Department of Elder Services*	\$16,009,305	\$16,313,482	\$18,670,440
Department of Medical Assistance	\$280,979	\$518,222	**
Department of Mental Health	\$24,724,945	\$22,314,515	\$14,751,485
Department of Mental Retardation	\$30,542,307	\$33,976,509	\$27,372,355
Department of Public Health	\$22,586,205	\$20,746,402	\$23,272,174
Department of Social Services	\$21,370,807	\$23,976,456	\$24,262,199
Department of Transitional Assistance	\$9,236,388	\$10,415,399	\$10,660,177
Department of Veteran's Services***	\$424,310	\$431,841	\$466,951
Department of Youth Services	\$4,283,826	\$5,011,559	\$5,809,769
Division of Health Care Finance & Policy	\$72,923	\$29,282	\$65,659
Executive Office*	\$6,063	\$53,762	\$1,777,203
Holyoke Soldiers' Home	\$167,754	\$169,949	\$212,265
Massachusetts Commission For Deaf & Hard of Hearing	\$8,331	\$8,518	\$18,589
Massachusetts Commission for the Blind	\$282,378	\$130,106	\$56,333



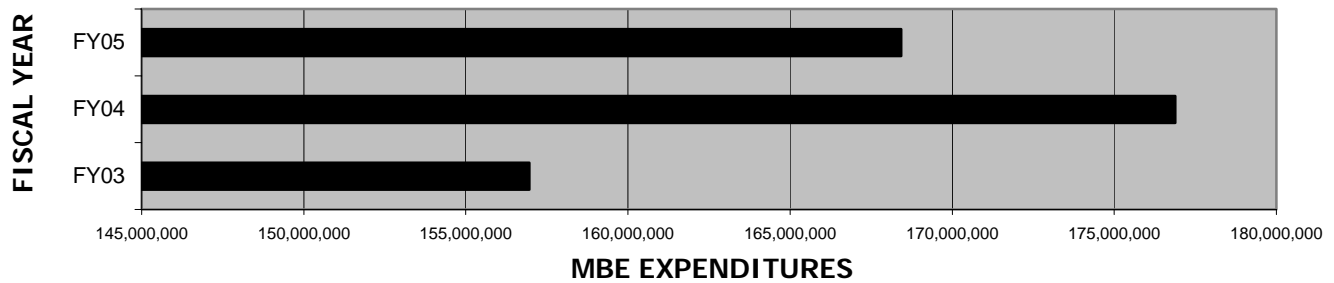
Massachusetts Office for Refugees and Immigrants	\$40,436,941	\$809,116	\$829,728
Massachusetts Rehabilitation Commission	\$617,354	\$2,362,602	\$1,204,139
Office for Child Care Services	\$2,011,481	\$39,356,717	\$38,754,712
Soldiers Home in Massachusetts (formerly Chelsea Soldier's Home)	\$330,085	\$260,970	\$239,028
<b>TOTAL</b>	<b>\$156,958,767</b>	<b>\$176,885,407</b>	<b>\$168,423,206</b>

\* Prior to FY04 Elder Services was a Stand alone Executive Office

\*\* This department no longer existed in FY05

\*\*\*Prior to FY04 Veteran's Services was part of the Executive Office of Administration and Finance.

### E.O. HEALTH AND HUMAN SERVICES HISTORICAL MBE



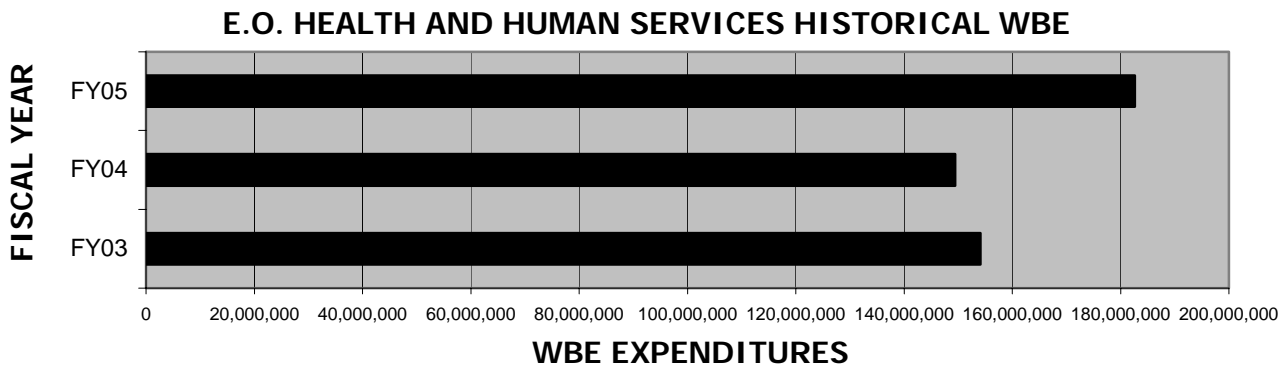
**Executive Office of Health and Human Services  
Historical Spending Trend-Women Business Enterprises (WBEs)**

	<b>FY03</b>	<b>FY04</b>	<b>FY05</b>
Department of Elder Services*	\$3,930,157	\$5,102,789	\$5,636,977
Department of Medical Assistance	\$661,403	\$1,144,161	**
Department of Mental Health	\$32,029,717	\$32,481,702	\$33,711,626
Department of Mental Retardation	\$46,516,098	\$40,219,324	\$48,664,374
Department of Public Health	\$7,762,935	\$7,468,718	\$16,063,749
Department of Social Services	\$13,062,889	\$14,461,223	\$32,059,751
Department of Transitional Assistance	\$23,797,944	\$19,608,582	\$6,326,311
Department of Veteran's Services***	\$67,562	\$17,607	\$159,949
Department of Youth Services	\$1,046,110	\$719,591	\$3,592,492
Division of Health Care Finance & Policy	\$203,265	\$130,401	\$48,759
Executive Office	\$529,055	\$504,956	\$5,189,959
Holyoke Soldiers' Home	\$36,391	\$13,466	\$26,390
Massachusetts Commission For Deaf & Hard of Hearing	\$550,660	\$25,290	\$42,283
Massachusetts Commission for the Blind	\$101,061	\$502,323	\$435,597
Massachusetts Rehabilitation Commission	\$5,173	\$5,777	\$4,044,024
Office for Child Care Services	\$2,831,172	\$3,205,709	\$26,512,501
Office for Refugees and Immigrants	\$24,795,623	\$23,742,471	\$10,448
Soldiers' Home in Massachusetts (Formerly Chelsea Soldiers Home)	\$186,226	\$51,596	\$77,012
<b>TOTAL</b>	<b>\$154,115,722</b>	<b>\$149,405,686</b>	<b>\$182,602,202</b>

\* Prior to FY04 Elder Services was a Stand alone Executive Office

\*\*This office no longer existed in FY05

\*\*\*Prior to FY04 Veteran's Services was part of the Executive Office of Administration and Finance.



Our greatest challenge will be to implement the new AMP language in our contracts and continue to increase MBE and WBE spending in these challenging financial times.

**EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES  
AFFIRMATIVE MARKET PROGRAM  
FY05 EXPENDITURE REPORT  
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES								
	FY05 Disc. Base	2Yr (03/04 Average)	FY05 Proj. Incr	FY05 MBE Benchmark	Final Expenditures	Sub- Contractor Payments	Total FY05 Expenditures	Variance
Department of Elder Services	\$226,897,232	\$16,161,394	(\$220,000)	\$15,941,394	\$14,942,455	\$3,727,985	\$18,670,440	\$2,729,046
Department of Mental Health	\$382,861,430	\$23,519,730	\$0	\$23,519,730	\$14,670,725	\$80,760	\$14,751,485	(\$8,768,245)
Department of Mental Retardation	\$792,010,801	\$32,259,408	\$400,000	\$32,659,408	\$27,351,979	\$20,376	\$27,372,355	(\$5,287,053)
Department of Public Health	\$344,588,145	\$21,666,304	\$0	\$21,666,304	\$23,257,350	\$14,824	\$23,272,174	\$1,605,870
Department of Social Services	\$532,459,083	\$22,673,632	\$1,587,154	\$24,260,786	\$18,302,119	\$5,960,080	\$24,262,199	\$1,413
Department of Transitional Assistance	\$144,355,934	\$9,825,894	(\$786,071)	\$9,039,823	\$10,643,323	\$16,854	\$10,660,177	\$1,620,354
Department of Veterans' Services	\$4,949,460	\$428,076	\$0	\$428,076	\$466,951		\$466,951	\$38,875
Department of Youth Services	\$97,148,738	\$4,647,693	\$364,936	\$5,012,629	\$5,773,262	\$36,507	\$5,809,769	\$797,140
Division of Health Care Finance and Policy	\$5,417,942	\$51,103	(\$20,765)	\$30,338	\$60,456	\$5,203	\$65,659	\$35,321
Executive Office of Health and Human Services	\$74,743,243	\$29,913	\$442,523	\$472,456	\$1,714,436	\$62,767	\$1,777,203	\$1,304,747
Holyoke's Soldiers Home	\$4,280,374	\$168,852	(\$14,992)	\$153,860	\$201,819	\$10,446	\$212,265	\$58,405
Mass. Commission for Deaf & Hard of Hearing	\$3,026,347	\$8,425	\$500	\$8,925	\$18,589		\$18,589	\$9,664
Mass. Commission for the Blind	\$16,055,506	\$206,242	(\$52,644)	\$153,598	\$56,333		\$56,333	(\$97,265)
Mass. Office for Refugee and Immigrants	\$3,219,037	\$713,235	\$1,765	\$715,000	\$829,728		\$829,728	\$114,728
Mass. Rehabilitation Commission	\$72,631,754	\$2,187,042	\$50,000	\$2,237,042	\$1,204,083	\$56	\$1,204,139	(\$1,032,903)
Office for Child Care Services	\$170,157,104	\$39,896,829	\$123,171	\$40,020,000	\$27,925,902	\$10,828,810	\$38,754,712	(\$1,265,288)
Soldiers' Home in Massachusetts	\$5,787,746	\$295,528	\$5,000	\$300,528	\$221,704	\$17,324	\$239,028	(\$61,500)
<b>TOTAL</b>	<b>\$2,880,589,876</b>	<b>\$174,739,300</b>	<b>\$1,880,577</b>	<b>\$176,619,897</b>	<b>\$147,641,214</b>	<b>\$20,781,992</b>	<b>\$168,423,206</b>	<b>(\$8,196,691)</b>

**EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES  
AFFIRMATIVE MARKET PROGRAM  
FY05 EXPENDITURE REPORT  
GOODS AND SERVICES**

WOMEN BUSINESS ENTERPRISE EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES								
	FY05 Disc. Base	2Yr (03/04 Average)	FY05 Proj. Incr	FY05 MBE Benchmark	Final Expenditures	Sub- Contractor Payments	Total FY05 Expenditures	Variance
Department of Elder Services	\$226,897,232	\$4,516,473	(\$61,500)	\$4,454,973	\$172,966	\$5,464,011	\$5,636,977	\$1,182,004
Department of Mental Health	\$382,861,430	\$32,255,710	\$0	\$32,255,710	\$33,684,559	\$27,067	\$33,711,626	\$1,455,916
Department of Mental Retardation	\$792,010,801	\$43,367,711	\$400,000	\$43,767,711	\$48,656,625	\$7,749	\$48,664,374	\$4,896,663
Department of Public Health	\$344,588,145	\$7,615,827	\$0	\$7,615,827	\$16,056,248	\$7,501	\$16,063,749	\$8,447,922
Department of Social Services	\$532,459,083	\$13,762,056	\$412,862	\$14,174,918	\$19,813,455	\$12,246,296	\$32,059,751	\$17,884,833
Department of Transitional Assistance	\$144,355,934	\$21,703,263	(\$16,168,931)	\$5,534,332	\$6,319,839	\$6,472	\$6,326,311	\$791,979
Department of Veterans' Services	\$4,949,460	\$42,585	\$0	\$42,585	\$156,734	\$3,215	\$159,949	\$117,364
Department of Youth Services	\$97,148,738	\$882,251	\$67,134	\$949,985	\$3,587,792	\$4,700	\$3,592,492	\$2,642,507
Division of Health Care Finance and Policy	\$5,417,942	\$166,833	(\$139,435)	\$27,398	\$47,299	\$1,460	\$48,759	\$21,361
Executive Office of Health and Human Services	\$74,743,243	\$517,006	\$1,044,760	\$1,561,766	\$5,187,553	\$2,406	\$5,189,959	\$3,628,193
Holyoke's Soldiers Home	\$4,280,374	\$24,929	(\$11,084)	\$13,845	\$26,040	\$350	\$26,390	\$12,545
Mass. Commission for Deaf & Hard of Hearing	\$3,026,347	\$63,176	\$500	\$63,676	\$42,283		\$42,283	(\$21,393)
Mass. Commission for the Blind	\$16,055,506	\$526,492	(\$11,715)	\$514,777	\$435,597		\$435,597	(\$79,180)
Mass. Office for Refugee and Immigrants	\$3,219,037	\$5,475	\$2,025	\$7,500	\$10,448		\$10,448	\$2,948
Mass. Rehabilitation Commission	\$72,631,754	\$3,018,441	\$50,000	\$3,068,441	\$4,038,639	\$5,385	\$4,044,024	\$975,583
Office for Child Care Services	\$170,157,104	\$24,269,047	\$75,953	\$24,345,000	\$15,413,754	\$11,098,747	\$26,512,501	\$2,167,501
Soldier's Home in Massachusetts	\$5,787,746	\$118,911	\$5,000	\$123,911	\$77,012		\$77,012	(\$46,899)
<b>TOTAL</b>	<b>\$2,880,589,876</b>	<b>\$152,856,186</b>	<b>(\$14,334,431)</b>	<b>\$138,522,355</b>	<b>\$153,726,843</b>	<b>\$28,875,359</b>	<b>\$182,602,202</b>	<b>\$44,079,847</b>

## EXECUTIVE OFFICE OF PUBLIC SAFETY & HOMELAND SECURITY

### Message from the Secretary

*This year I am overwhelmed by the strength of our agencies' participation in the Affirmative Market Program. For two full fiscal years, we have requested of our agencies the most aggressive cost-reduction strategies possible in order to channel our available funding to those initiatives best suited to our mission. Every benchmark met, every spending opportunity that sustains our commitment to the AMP, represents a measure of success we could not have foreseen. I am immensely proud of this year's results and applaud the concerted efforts of our personnel to dedicate their resources in support of minority- and women-owned businesses. Collectively we remain steadfast in our resolve to incorporate the tenets of the AMP into our best business practices.*

**Edward A. Flynn**  
Secretary

### Mission Statement

The Executive Office of Public Safety & Homeland Security seeks to ensure the safety, security, and preparedness of the Commonwealth, its citizens and their properties by overseeing and developing policies and programs relative to public safety, criminal justice, law enforcement, homeland security, and emergency preparedness. Our Secretariat fosters an environment of innovation and collaboration among our agencies and their constituencies that inspires openness and accessibility in the belief that an informed citizenry will be less fearful and better able to participate in the creation of peaceful and accessible public spaces. We continue to incorporate into our service delivery emerging technology applications and evidence-based best practices.

### FY05 MBE Narrative

Even when our overall MBE spending in FY05 showed a modest increase of 4.54%, nine of our thirteen agencies recorded increases over last fiscal year's MBE spending and eight among these far exceeded their own expectations. Most noteworthy of these statistics is that the highest increases in MBE spending occurred at our smallest agencies. We wish to recognize the outstanding efforts of our AMP teams at Criminal History Systems Board, Municipal Police Training Council, Parole Board, and Sex Offender Registry Board.

### FY04 WBE Narrative

Our overall WBE spending decreased by 8.37% compared to last fiscal year. Nonetheless, more than half of our agencies recorded increases in WBE spending for the year, and six of these exceeded their own benchmarks. Once again our smaller agencies assumed a leadership role in supporting the AMP. We wish to recognize the accomplishments of our AMP teams at Office of the Chief Medical Examiner, Municipal Police Training Council, Parole Board, and Sex Offender Registry Board, as well as the ongoing successes at Massachusetts Emergency Management Agency and the Department of State Police.

### Accomplishments and Initiatives

The collaborative efforts that we began among our agencies partway through FY03 are producing measurable and positive results. We have expanded the capacity of our smaller agencies to participate more fully in meeting the objectives of the AMP. We continue to engage in cross-jurisdictional procurement activities among our agencies to ensure the broadest complement of technical expertise. We continue to strive to increase awareness of the goals of the AMP in order to enable additional opportunities for our minority, women, and disadvantaged business communities.

## **Overview of Secretariat Agencies**

### **The Executive Office of Public Safety & Homeland Security**

The Executive Office of Public Safety (EOPS) is the planning and management arm of the Commonwealth's public safety efforts. At the Executive Office, our staff supports, supervises, and provides planning and guidance to a variety of Massachusetts public safety agencies, boards and commissions. Some of the initiatives that operate directly from the Executive Office are the Statewide Emergency Telecommunications Board, the Programs Division and the Governor's Highway Safety Bureau.

### **Office of the Chief Medical Examiner**

The Office of the Chief Medical Examiner (CME) determines the cause and manner of death in cases under its jurisdiction. The agency accomplishes this mission through case investigations and through the performance of autopsies and laboratory studies.

### **Criminal History Systems Board**

The Massachusetts Criminal History Systems Board (CHSB) serves as the hub for information services for the law enforcement and criminal justice communities. The CHSB operates the Commonwealth's Criminal Justice Information System, connecting 276 local police departments. The CHSB is also responsible for the administration of the Criminal Offender Record Information (CORI) statute.

### **Municipal Police Training Council**

The Municipal Police Training Council (MPTC) provides the training for municipal police officers. MPTC develops and administers municipal training schools and courses for new officers, as well as the yearly in-service refresher course and a variety of specialized courses.

### **Department of Correction**

The Massachusetts Department of Correction (DOC) operates the Commonwealth's prison system. The Superintendents at each of the DOC prisons manage the day-to-day operations of their facilities, and are responsible for the more than 10,000 inmates incarcerated in the state's prison system. The DOC currently employs nearly 5,000 Correction Officers, Correctional Program Officers, and other security, support, and training staff.

The Department of Correction recruited minority owned business to increase expenditures as well as join partnerships with prime contractors. Of the \$3,114,036 total MBE expenditures, minority sub-contracting totaled \$2,038,514.

In Fiscal 2005, the Department of Correction continues to reach out to women owned businesses to increase the number of WBE vendors utilized during this time period. Of the \$1,000,621 total WBE expenditures, \$6,479 was WBE sub-contracts.

The Department of Correction will continue to recruit SOMWBA certified Minority and Women owned business to participate in our contracting opportunities as well as encourage joint partnerships with prime contractors.

**Department of Fire Services**

The Department of Fire Services (DFS) provides for firefighter safety through policy development and training. The DFS also operates the Massachusetts Firefighting Academy. The Department, led by the Office of the State Fire Marshal, also assists and supports the fire service community in protecting the lives and property of the citizens of the Commonwealth.

**Department of Public Safety**

The Department of Public Safety (DPS) promotes public safety and awareness in Massachusetts through a variety of boards and commissions, and through licensing and inspections performed by the divisions within the department. The Department of Public Safety includes the Architectural Access Board (AAB) and the Board of Building Standards and Regulations (BBS).

**Department of State Police**

The Massachusetts State Police (MSP) is the oldest state police department in the nation. Today's State Police consists of more than 2,200 sworn and civilian personnel committed to providing quality policing to the citizens of the Commonwealth by ensuring safe roadways, reducing violence, preventing crime, and providing leadership in times of disaster and critical incidents.

**Massachusetts Emergency Management Agency**

The Massachusetts Emergency Management Agency (MEMA) coordinates federal, state, local and private resources throughout the Commonwealth during times of disasters and emergencies. In addition, MEMA's day-to-day operation is vital in preparing the Commonwealth for whatever man-made or natural challenges it may face.

**Merit Rating Board**

The Merit Rating Board's (MRB) primary mission is the administration of the safe driver insurance plan, as promulgated by the Commissioner of Insurance. The Merit Rating Board maintains driving history records consisting of motor vehicle violations, at-fault accidents and comprehensive claims. As the entry point of the Civil Motor Vehicle Infraction process, the Merit Rating Board plays a critical role in the distribution of \$25.8 million dollars annually in fines collected for civil motor vehicle violations to the cities and towns. The Merit Rating Board also provides monthly traffic citation summary reports for every Massachusetts police department.

**Massachusetts Military Division (National Guard)**

The Massachusetts National Guard (MIL) is the only militia with a federal and state mission. The Guard's federal mission is to provide trained units and individuals to augment the active component in time of war or national emergency. The state mission is to provide the Commonwealth with organized units, equipped and trained to function effectively in the protection of life, property and the preservation of peace, order and public safety. The Guard accomplishes these missions with a force of 11,974 army and air men and women, commanded by the Adjutant General, with 62 armories located throughout the Commonwealth.

**Parole Board**

The Massachusetts Parole Board (PAR) is responsible for successfully reintegrating suitable offenders into the community through supervised, conditional release. The Parole Board makes impartial, balanced release decisions and clemency recommendations. Release decisions allow selected inmates to serve a portion of their sentence in the community under strict supervision, subject to specific rules and regulations. The Parole Board may modify conditions of release or, with just cause, return a parolee to custody. The Parole Board's Victim Services Unit provides information, referrals and support services to crime victims and their family members. The Unit

also solicits victim input so that parole decisions are made in as informed a manner as possible, and provides assistance and support to crime victims during parole hearings. The Parole Board also provides victims access to specified parole hearings.

### Sex Offender Registry Board

The Sex Offender Registry Board (SORB) is the State public safety agency responsible for protecting vulnerable members of our communities from sex offenders. The Board is responsible for promulgating guidelines for determining a sex offender's level of risk of re-offense and the degree of dangerousness posed to the public, as well as providing relief from the obligation to register. In addition, the Board is responsible for developing guidelines for use by city and town police departments in disseminating sex offender registry information.

## Executive Office of Public Safety & Homeland Security Historical Spending Trend Minority Business Enterprise (MBE)

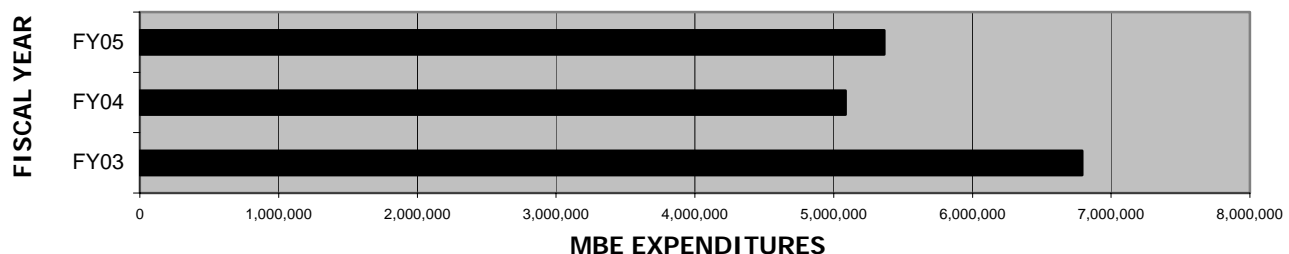
### EXECUTIVE OFFICE OF PUBLIC SAFETY

	FY03	FY04	FY05
Chief Medical Examiner	\$37,758	\$74,521	\$114,810
Committee on Criminal Justice	\$519,030	*	*
Criminal History Systems Board	\$8,158	\$11,956	\$298,622
Criminal Justice Training Council	\$12,992	\$8,883	\$35,355
Department of Corrections	\$4,697,230	\$3,639,334	\$3,114,036
Department of Fire Services	\$73,507	\$37,331	\$46,329
Department of State Police	\$366,163	\$329,528	\$263,868
Department of Public Safety	\$37,432	\$18,379	\$34,191
Executive Office of Public Safety	\$483,081	\$517,416	\$1,001,220
Governor's Highway Safety Bureau	\$7,694	*	*
Mass. Emergency Management Agency	\$181,015	\$155,104	\$156,302
Merit Rating Board	\$36,327	\$58,742	\$50,217
Military Division	\$146,497	\$68,841	\$44,457
Parole Board	\$27,839	\$61,235	\$161,697
Registry of Motor Vehicles	\$102,434	\$90,533	**
Sex Offender Registry Board	\$54,461	\$13,688	\$44,046
<b>TOTAL</b>	<b>\$6,791,618</b>	<b>\$5,085,491</b>	<b>\$5,365,150</b>

\*Department not in FY04 or FY05 Budget.

\*\*In FY05 Moved to E.O. Transportation

### E.O. PUBLIC SAFETY & HOMELAND SECURITY MBE





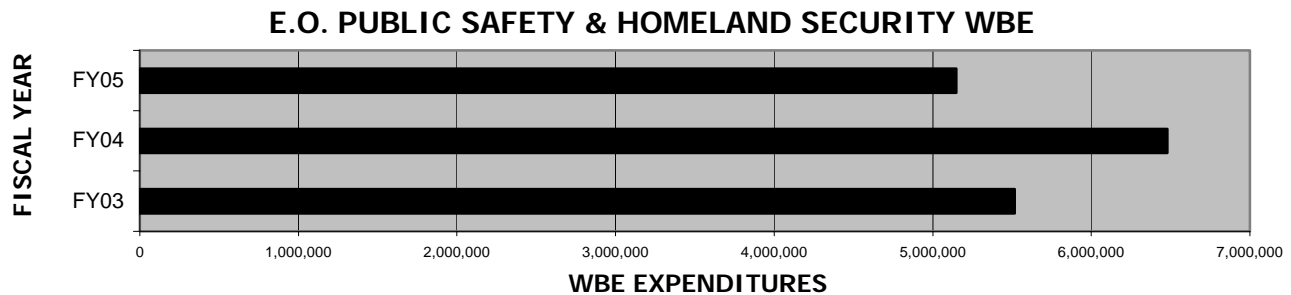
**Executive Office of Public Safety & Homeland Security  
Historical Spending Trend Women Business Enterprise (WBE)**

**EXECUTIVE OFFICE OF PUBLIC SAFETY & HOMELAND SECURITY**

	<b>FY03</b>	<b>FY04</b>	<b>FY05</b>
Chief Medical Examiner	\$11,395	\$69,129	\$84,214
Committee on Criminal Justice	\$239,949	*	*
Criminal History Systems Board	\$89,306	\$78,894	\$57,137
Criminal Justice Training Council	\$22,927	\$14,813	\$41,274
Department of Corrections	\$1,800,539	\$1,550,847	\$1,006,621
Department of Fire Services	\$300,834	\$297,319	\$218,069
Department of State Police	\$366,606	\$723,515	\$1,480,911
Department of Public Safety	\$54,623	\$24,681	\$33,498
Executive Office of Public Safety	\$58,483	\$1,876,482	\$1,208,478
Governor's Highway Safety Bureau	\$1,014,257	*	*
Mass. Emergency Management Agency	\$380,324	\$653,678	\$737,130
Merit Rating Board	\$201,919	\$147,525	\$84,874
Military Division	\$44,458	\$32,493	\$7,203
Parole Board	\$33,279	\$75,639	\$134,495
Registry of Motor Vehicles	\$829,696	\$916,541	**
Sex Offender Registry Board	\$69,664	\$17,334	\$53,549
<b>TOTAL</b>	<b>\$5,518,259</b>	<b>\$6,478,890</b>	<b>\$5,147,453</b>

\*Department not in FY04 or FY05 Budgets.

\*\*Department moved to E.O. Transportation



**EXECUTIVE OFFICE OF PUBLIC SAFETY & HOMELAND SECURITY  
AFFIRMATIVE MARKET PROGRAM  
FY05 EXPENDITURE REPORT  
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE EXECUTIVE OFFICE OF PUBLIC SAFETY & HOMELAND SECURITY								
	FY05	2Yr (03/04)	FY05	FY05 MBE	Final	Sub- Contractor Payments	Total FY05	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Chief Medical Examiner	\$3,733,119	\$56,140	\$10,000	\$66,140	\$110,281	\$4,529	\$114,810	\$48,670
Criminal History Systems Board	\$3,028,056	\$10,057	\$5,000	\$15,057	\$14,469	\$284,153	\$298,622	\$283,565
Criminal Justice Training Council	\$769,746	\$7,966	\$3,000	\$10,966	\$32,387	\$2,968	\$35,355	\$24,389
Department of Corrections	\$61,861,857	\$4,168,282	\$0	\$4,168,282	\$1,075,522	\$2,038,514	\$3,114,036	(\$1,054,246)
Department of Fire Services	\$3,095,628	\$55,419	\$0	\$55,419	\$46,246	\$83	\$46,329	(\$9,090)
Department of Public Safety	\$599,001	\$27,906	\$0	\$27,906	\$32,310	\$1,881	\$34,191	\$6,285
Department of State Police	\$44,514,560	\$347,846	\$0	\$347,846	\$243,872	\$19,996	\$263,868	(\$83,978)
Executive Office of Public Safety and Homeland Security	\$240,813,424	\$500,249	\$100,000	\$600,249	\$1,001,121	\$99	\$1,001,220	\$400,971
Massachusetts Emergency Management Agency	\$4,444,708	\$168,060	\$8,403	\$176,463	\$156,302		\$156,302	(\$20,161)
Merit Rating Board	\$1,148,270	\$47,535	(\$20,000)	\$27,535	\$50,217		\$50,217	\$22,682
Military Division	\$3,686,125	\$107,669	(\$60,000)	\$47,669	\$44,325	\$132	\$44,457	(\$3,212)
Parole Board	\$3,243,521	\$44,537	(\$16,000)	\$28,537	\$160,867	\$830	\$161,697	\$133,160
Sex Offender Registry Board	\$695,925	\$34,075	(\$20,000)	\$14,075	\$44,046		\$44,046	\$29,971
<b>TOTAL</b>	<b>\$371,633,940</b>	<b>\$5,575,741</b>	<b>\$10,403</b>	<b>\$5,586,144</b>	<b>\$3,011,965</b>	<b>\$2,353,185</b>	<b>\$5,365,150</b>	<b>(\$220,994)</b>

**EXECUTIVE OFFICE OF PUBLIC SAFETY & HOMELAND SECURITY  
AFFIRMATIVE MARKET PROGRAM  
FY05 EXPENDITURE REPORT  
GOODS AND SERVICES**

WOMEN BUSINESS ENTERPRISE EXECUTIVE OFFICE OF PUBLIC SAFETY & HOMELAND SECURITY								
	FY05	2Yr (04/05)	FY05	FY05 MBE	Final	Sub- Contractor Payments	Total FY05	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Chief Medical Examiner	\$3,733,119	\$40,262	\$5,000	\$45,262	\$84,214		\$84,214	\$38,952
Criminal History Systems Board	\$3,028,056	\$84,100	\$10,000	\$94,100	\$57,137		\$57,137	(\$36,963)
Criminal Justice Training Council	\$769,746	\$18,870	(\$3,000)	\$15,870	\$40,218	\$1,056	\$41,274	\$25,404
Department of Corrections	\$61,861,857	\$1,675,693	\$0	\$1,675,693	\$1,000,142	\$6,479	\$1,006,621	(\$669,072)
Department of Fire Services	\$3,095,628	\$299,077	\$0	\$299,077	\$199,413	\$18,656	\$218,069	(\$81,008)
Department of Public Safety	\$599,001	\$39,652	\$0	\$39,652	\$31,834	\$1,664	\$33,498	(\$6,154)
Department of State Police	\$44,514,560	\$545,061	\$0	\$545,061	\$1,475,409	\$5,502	\$1,480,911	\$935,850
Executive Office of Public Safety & Homeland Security	\$240,813,424	\$967,483	\$300,000	\$1,267,483	\$1,208,478		\$1,208,478	(\$59,005)
Massachusetts Emergency Management Agency	\$4,444,708	\$517,001	\$25,850	\$542,851	\$737,130		\$737,130	\$194,279
Merit Rating Board	\$1,148,270	\$174,722	(\$80,000)	\$94,722	\$84,874		\$84,874	(\$9,848)
Military Division	\$3,686,125	\$38,476	\$0	\$38,476	\$7,203		\$7,203	(\$31,273)
Parole Board	\$3,243,521	\$54,459	(\$20,000)	\$34,459	\$132,895	\$1,600	\$134,495	\$100,036
Sex Offender Registry Board	\$695,925	\$43,499	(\$30,000)	\$13,499	\$52,901	\$648	\$53,549	\$40,050
<b>TOTAL</b>	<b>\$371,633,940</b>	<b>\$4,498,355</b>	<b>\$207,850</b>	<b>\$4,706,205</b>	<b>\$5,111,848</b>	<b>\$35,605</b>	<b>\$5,147,453</b>	<b>\$441,248</b>

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# EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION (EOTC)

## GOODS & SERVICES

## EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION (EOTC)

### Mission Statement

The Executive Office of Transportation (EOT) sets the Commonwealth's transportation agenda, which includes the development of transportation policy, the coordination of Interagency programs and the promotion of economic development through improved transportation and transit related construction programs. The office provides direct management responsibility for the Massachusetts Highway Department (MassHighway) and the Massachusetts Aeronautics Commission (MassAeronautics). It also oversees the construction of the Massachusetts Bay Transportation Authority (MBTA) and fifteen Regional Transit Authorities (RTAs) which serve the balance of the state, the Intercity Bus Capital Assistance Program (IBCAP), the Mobility Assistance Program (MAP), the Intermodal Surface Transportation Unit (ISTU), and the Freight Rail Programs. The Executive Office of Transportation is committed to the maintenance and development of the transportation infrastructure through reinvestment in existing programs and the construction and development of new capital structures and programs. It is the goal of the Executive Office to create economic gains throughout the Commonwealth that will benefit all citizens through the delivery of quality transportation service and the development of infrastructure and capital construction.

### FY05 MBE/WBE/DBE UTILIZATION

The EOT Fiscal Year 2005 Secretariat report includes MassHighway, MassAeronautics and the Executive Office. This report consists of a summary of utilization for each of the agencies in the reporting categories: Construction and Design Awards and Expenditures and Goods and Services Expenditures. Several transportation agencies within the secretariat receive a significant amount of federal funds for construction and design projects. These agencies use the Federal Disadvantaged Business Enterprise (DBE) program model to achieve their DBE goals and objectives in accordance with Federal Regulations 49 CFR Part 26.

FY05 has been an exciting year highlighted by several achievements. The Secretariat not only exceeded its cumulative projected FY05 MBE benchmark by \$192,679, and its WBE benchmark by \$284,171, but the Secretariat paid a total of \$35.8 million to MBE/WBEs, nearly six times the amount expended with MBE/WBEs in FY04 and the highest amount of MBE/WBE participation in four years. From this total \$9 million was paid to MBEs on state-funded contracts while \$26.8 million was paid to WBEs

Additionally, MBE/WBEs were awarded more than 10% of construction contracts, and for the first time in three years there was a marked increase in MBE/WBE activity in the design category.

#### A. Construction and Design Awards

During the fiscal year 2005 the transportation secretariat awarded \$87.8 million in construction contracts representing a 5% increase in construction award activity compared to 2004. Accordingly, the amount awarded to MBE/WBEs was significantly greater than last year. MBE/WBEs were awarded \$9.4 million or 10.7% of the total contract value in nearly twice the amount awarded last year. Of this total MBEs gained a \$6.7 million share of contract awards. WBEs were very active in construction during this period obtaining \$2.7 million in construction contract awards, more than four times the amount awarded to WBEs in FY04.

Similarly in design, the secretariat agencies and authorities awarded a total of \$27.4 million representing a substantial increase in design activity compared to 2004. The secretariat awarded \$2 million to MBE/WBEs, a marked increase in MBE/WBE activity in this category. MBE firms obtained \$1.3 million, representing 4.9% of the total contract value in design. For the first time in three years WBEs were active in this category winning \$725,000, or 2.6% of total design contracts awarded during this period.

## **B. Construction and Design Expenditures**

The Secretariat tracked expenditures on active construction contracts for the fiscal year in the cumulative amount of \$461 million. \$31.9 million of the total was expended with MBE/WBE firms, or 6.9% of total construction expenditures. From this total \$6 million was expended with MBEs and \$25.8 million with WBEs.

Expenditures for the fiscal year totaled \$13.1 million for active design contracts of which \$2.4 million was expended with MBE/WBE firms or 18.5% of all design expenditures during this period. \$2.2 million was expended with MBEs and \$226,657 with WBEs.

## **C. Goods and Services Expenditures**

The Secretariat tracked MBE/WBE goods and service expenditures for the fiscal year totaling \$1.4 million of which \$749,821 was paid to MBEs, and \$749,821 was paid to WBEs.

## **D. Goods and Services Benchmark Performance**

EOT experienced a decrease in its discretionary spending compared to FY04. As a result, EOT expended less with MBE/WBE firms than the previous year missing the MBE benchmark by \$1,649. Despite the decrease in overall spending EOT was able to exceed its WBE benchmark by \$31,787. During the fiscal year \$1,806 was paid to MBE firms and \$232,929 to WBEs.

MassAeronautics increased its MBE/WBE spending in goods and services during this period. During FY05 the agency spent \$81,517 with MBEs compared to \$71,732 in FY04, and paid \$266,306 with WBEs compared to last year's \$1,987. While falling short of its projected MBE benchmark by \$29,104 the agency exceeded its WBE benchmark by \$256,985.

During the fiscal year MassHighway exceeded its projected MBE benchmark by \$223,432, while achieving 98% of its WBE benchmark despite a decrease in discretionary spending.

## **INITIATIVES**

EOT continues to assume the role of coordinator and facilitator of initiatives promoting MBE/WBE and DBE utilization and development in the transportation and construction arenas. EOT has actively sought measures that will result in an expenditure plan that is market-based and centered on the availability and capacity of targeted businesses.

To this end the transportation agencies of EOT have continue to fund the State Office of Minority and Women Business Assistance's (SOMWBA) efforts to expand understanding of the certification process and opportunity to transit and construction related companies. The Unified Certification Program Committee has been working with SOMWBA to ensure that timely and effective certification services are delivered to industries seeking contracting opportunities with transportation agencies. This EOT supported initiative has made it possible to address the unique issues of coordination and business development in this transportation business community.

The Secretariat, its agencies and authorities, continues to participate in vendor fairs, networking conferences, business workshops and forums to enhance the Commonwealth's efforts to increase MBE/WBE and DBE business opportunity.

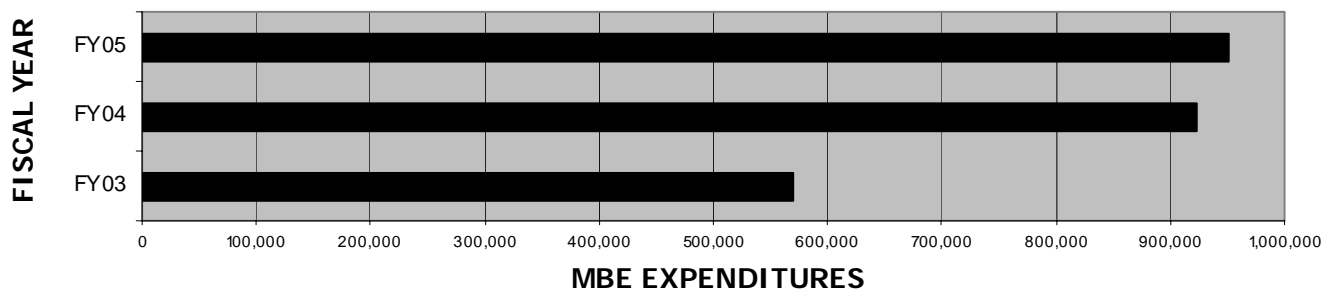
**Executive Office of Transportation and Construction  
Historical Good & Services Spending Trend Minority Business Enterprises (MBEs)**

**EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION**

	<b>FY03</b>	<b>FY04</b>	<b>FY05</b>
Executive Office of Transportation & Construction	\$6,405	\$4,126	\$1,806
Massachusetts Aeronautics Commission	\$79,510	\$71,732	\$81,517
Massachusetts Highway Registry of Motor Vehicles	\$483,294	\$846,731	\$677,818
	*	*	\$190,130
<b>TOTAL</b>	<b>\$569,209</b>	<b>\$922,589</b>	<b>\$951,271</b>

\*Registry of Motor Vehicles was part of E.O. Public Safety in FY03 & FY04

**E.O. TRANSPORTATION AND CONSTRUCTION MBE**



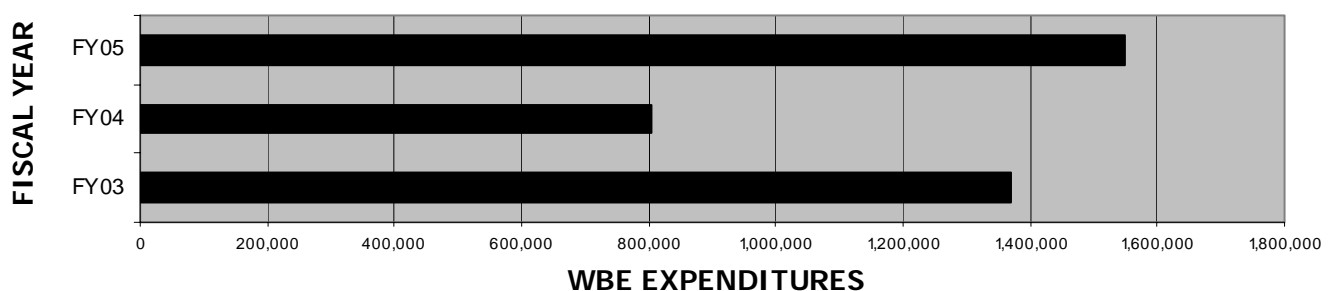
**Historical Goods & Services Spending Trend Women Business Enterprises (WBEs)**

**EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION**

	<b>FY03</b>	<b>FY04</b>	<b>FY05</b>
Executive Office of Transportation & Construction	\$1,063,269	\$508,118	\$232,929
Massachusetts Aeronautics Commission	\$11,655	\$1,987	\$266,306
Massachusetts Highway Registry of Motor Vehicles	\$293,783	\$295,647	\$237,675
	*	*	\$812,344
<b>TOTAL</b>	<b>\$1,368,707</b>	<b>\$805,752</b>	<b>\$1,549,254</b>

\* Registry of Motor Vehicles was part of E.O. Public Safety in FY03 & FY04

**E.O. TRANSPORTATION AND CONSTRUCTION WBE**



**EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION  
AFFIRMATIVE MARKET PROGRAM  
FY05 EXPENDITURE REPORT  
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION								
	FY05	2Yr (03/04)	FY05	FY05 MBE	Final	Sub- Contractor Payments	Total FY05	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Executive Office	\$4,358,226	\$5,266	(\$1,811)	\$3,455	\$1,806		\$1,806	(\$1,649)
Massachusetts Aeronautics Commission	\$357,819	\$75,621	\$35,000	\$110,621	\$81,517		\$81,517	(\$29,104)
Massachusetts Highway Department	\$491,987,001	\$665,013	(\$221,947)	\$443,066	\$666,498	\$11,320	\$677,818	\$234,752
Registry of Motor Vehicles	\$53,465,513	\$96,484	\$22,000	\$118,484	\$133,867	\$56,263	\$190,130	\$71,646
<b>TOTAL</b>	<b>\$496,703,046</b>	<b>\$745,900</b>	<b>(\$188,758)</b>	<b>\$557,142</b>	<b>\$749,821</b>	<b>\$11,320</b>	<b>\$951,271</b>	<b>\$203,999</b>

WOMEN BUSINESS ENTERPRISE EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION								
	FY05	2Yr (03/04)	FY05	FY05 WBE	Final	Sub- Contractor Payments	Total FY05	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Executive Office	\$4,358,226	\$785,694	(\$584,552)	\$201,142	\$232,929		\$232,929	\$31,787
Massachusetts Aeronautics Commission	\$357,819	\$6,821	\$2,500	\$9,321	\$266,306		\$266,306	\$256,985
Massachusetts Highway Department	\$491,987,001	\$294,715	(\$553,165)	\$239,399	\$234,798	\$2,877	\$237,675	(\$1,724)
Registry of Motor Vehicles	\$53,465,513	\$873,119	\$30,000	\$903,119	\$793,852	\$18,492	\$812,344	(\$90,775)
<b>TOTAL</b>	<b>\$496,703,046</b>	<b>\$1,087,230</b>	<b>(\$1,135,217)</b>	<b>\$449,862</b>	<b>\$734,033</b>	<b>\$2,877</b>	<b>\$1,549,254</b>	<b>\$287,048</b>



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# EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION (EOTC)

## CONSTRUCTION & DESIGN

**EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION  
AFFIRMATIVE MARKET PROGRAM  
FY05 EXPENDITURE REPORT  
CONSTRUCTION AND DESIGN EXPENDITURES**

EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION						
FY03 CONSTRUCTION EXPENDITURES						
	1	2	3	4	5	6
	FY05 Total Expenditures	FY05 M/WBE Benchmark	MBE Expenditures	WBE Expenditures	FY05 Expenditures (Col. 3+4)	VARIANCE (Col. 5-2)
MassHighway Department	\$461,807,957		\$6,049,383	\$25,874,397	\$31,923,780	\$31,923,780
<b>TOTAL</b>	<b>\$461,807,957</b>		<b>\$6,049,383</b>	<b>\$25,874,397</b>	<b>\$31,923,780</b>	<b>\$31,923,780</b>

EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION						
FY05 DESIGN EXPENDITURES						
	1	2	3	4	5	6
	FY05 Total Expenditures	FY05 M/WBE Benchmark	MBE Expenditures	WBE Expenditures	FY05 Expenditures (Col. 3+4)	VARIANCE (Col. 5-2)
MassHighway Department	\$13,156,743		\$2,200,898	\$226,657	\$2,427,555	\$2,427,555
<b>TOTAL</b>	<b>\$13,156,743</b>		<b>\$2,200,898</b>	<b>\$226,657</b>	<b>\$2,427,555</b>	<b>\$2,427,555</b>

**EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION  
AFFIRMATIVE MARKET PROGRAM  
FY05 EXPENDITURE REPORT  
CONSTRUCTION AND DESIGN AWARDS**

EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION						
FY05 CONSTRUCTION AWARDS						
	1	2	3	4	5	6
	FY05 Total Awards	FY05 M/WBE Benchmark	MBE Awards	WBE Awards	FY05 Awards (Col. 3+4)	VARIANCE (Col. 5-2)
MassHighway Department	\$87,852,970		\$6,734,578	\$2,687,864	\$9,422,442	\$9,422,442
<b>TOTAL</b>	<b>\$87,852,970</b>		<b>\$6,734,578</b>	<b>\$2,687,864</b>	<b>\$9,422,442</b>	<b>\$9,422,442</b>

EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION						
FY05 DESIGN AWARDS						
	1	2	3	4	5	6
	FY05 Total Awards	FY05 M/WBE Benchmark	MBE Awards	WBE Awards	FY05 Awards (Col. 3+4)	VARIANCE (Col. 5-2)
MassHighway Department	\$27,404,463		\$1,335,000	\$725,000	\$2,060,000	\$2,060,000
<b>TOTAL</b>	<b>\$27,404,463</b>		<b>\$1,335,000</b>	<b>\$725,000</b>	<b>\$2,060,000</b>	<b>\$2,060,000</b>

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# MASSACHUSETTS TURNPIKE AUTHORITY

## GOODS & SERVICES CONSTRUCTION & DESIGN

# MASSACHUSETTS TURNPIKE AUTHORITY

## Mission Statement

The Massachusetts Turnpike Authority is committed to developing and implementing programs through its Office of Civil Rights (OCR) Affirmative Market Unit to:

1. achieve equitable participation and enhance the capacity of minority and women business enterprises in all of its construction, design, goods, and services contracts.
2. ensure contractors who engage in business relationships with the Authority develop equal opportunity, affirmative action, and non-discrimination policies and programs consistent with those of the Authority to employ and utilize minorities and women in all employment and contracting opportunities.
3. to ensure contractors comply with the reporting requirements of the Massachusetts Prevailing Wage Law.

The Massachusetts Turnpike Authority prohibits discrimination in all of its programs, including contracting, employment, and public access, on the basis of race, color, religious creed, national origin, ancestry, gender, sexual orientation, disability or Vietnam veteran status. The Authority is committed to development of affirmative action programs, including the utilization of narrowly tailored goals, transition plans, and timetables to ensure equal opportunity and to overcome the effects of past discrimination.

The Authority ensures the utilization and development of the most inclusive pool of worker/contractor potential, and the expansion of opportunity, demonstrating a commitment to equity and fairness, under the legal authority of all applicable state and federal laws, regulations, and orders.

To accomplish its mission, the Massachusetts Turnpike Authority, through the Office of Civil Rights, engages in the following functions, tasks, and activities:

1. Develops, reviews, revises, and improves all statistical data gathering tracking, monitoring, enforcement, and reporting mechanisms to ensure contractor compliance with prevailing wage, workhour, and other federal and state requirements.
2. Conducts pre-bid conferences, pre-construction meetings, on-site inspections, field visits, and investigations for compliance with M/WBE provisions and prevailing wage requirements.
3. Examines and promotes civil rights requirements for goods and services procurements, Authority lease agreements, and third party contracts, and uses other strategies conceived with department heads to solicit and monitor M/WBE participation on both the contractor and subcontractor level.
4. Monitors all of the Authority's contracting expenditures to better capture all spending patterns and forms of M/WBE participation.
5. Organizes and participates in outreach efforts of the Commonwealth and the transportation secretariat to inform businesses, including DBEs, and community organizations of

contracting and bidding procedures and upcoming contracting opportunities, bid notices, and requests for proposals.

6. Develops and administers creative and successful agreements and information transfer arrangements with the State Office of Minority and Women Business Assistance (SOMWBA) to promote, accelerate and facilitate the M/W/DBE certification process and serve as liaison to the Uniform Certification Process in Massachusetts.
7. Apprises firms, including DBEs, and community organizations of upcoming Authority contract opportunities, bid notices, and requests for proposals.
8. Provides firms, including DBEs, with access to contract and bid plans and specifications, and ensures that contracts and procurements have MBE/WBE/DBE goals listed in their language and solicitations.
9. Informs and encourages firms to learn about SOMWBA's certification process, and recommends MBE/WBE/DBE firms to SOMWBA for inclusion into their fast-track and other certification programs.
10. Reviews and revises the Authority's Special Affirmative Market Program Provisions.
11. Works with legal counsel and the project director to inform contractors of their reporting and M/WBE participation obligations, to determine contractor compliance with good faith efforts, to analyze their progress toward goal attainment, and to identify ways to improve progress.
12. Maintains SOMWBA's updated directories on MBEs/WBEs/DBEs and generates lists of SOMWBA-certified MBE/WBE/DBE subcontractors from these directories in specific industries for contractors seeking to bid with the Authority.
13. Sets MBE/WBE/DBE goals on upcoming construction contracts.
14. Intervenes, when necessary, to help resolve prime contractor/ MBE-WBE-DBE disputes.
15. Responds to requests for specific certified payrolls under the Freedom of Information Act.

#### FY05 MBE Narrative

Overall FY2005 Summary	Total \$\$\$ Awarded	MBE AWARDS	
		Total \$\$\$	%
<b>Construction</b>	\$25,987,539.92	\$1,995,012.50	7.7%
<b>Design</b>	\$0.00	\$0.00	0.0%
<b>Totals:</b>	<b>\$25,987,539.92</b>	<b>\$1,995,012.50</b>	<b>7.7%</b>

Overall FY2005 Summary	Total \$\$\$ Invoiced	MBE EXPENDITURES	
		Total \$\$\$	%
Construction	\$32,677,230.97	\$3,061,866.77	9.4%
Design	\$379,663.04	\$21,904.32	5.8%
<b>Totals:</b>	<b>\$33,056,894.01</b>	<b>\$3,083,771.09</b>	<b>9.3%</b>

Overall FY2005 Summary	Total \$\$\$ Expenditures	MBE EXPENDITURES	
		Total \$\$\$	%
GOODS (1)	\$11,069,401.82	\$292,412.85	2.6%
SERVICES (2)	\$15,653,395.99	\$130.00	0.001%
<b>TOTALS:</b>	<b>\$26,722,797.81</b>	<b>\$292,542.85</b>	<b>1.1%</b>

Projected MBE Goods and Services expenditure for FY2005: **\$643,607.00**  
 Expenditure goal excess or shortfall:  $\$292,542.85 - \$643,607.00 = -\$351,064.15$

# FY05 WBE Narrative

Overall FY2005 Summary	Total \$\$\$  Awarded	WBE AWARDS	
		Total \$\$\$	%
Construction	\$25,987,539.92	\$362,005.10	1.4%
Design	\$0.00	\$0.00	0.0%
<b>Totals:</b>	<b>\$25,987,539.92</b>	<b>\$362,005.10</b>	<b>1.4%</b>

Overall FY2005 Summary	Total \$\$\$  Invoiced	WBE EXPENDITURES	
		Total \$\$\$	%
Construction	\$32,677,230.97	\$1,139,011.44	3.5%
Design	\$379,663.04	\$0.00	0.0%
<b>Totals:</b>	<b>\$33,056,894.01</b>	<b>\$1,139,011.44</b>	<b>3.4%</b>

Overall FY2005 Summary	Total \$\$\$  Expenditures	WBE EXPENDITURES	
		Total \$\$\$	%
GOODS (1)	\$11,069,401.82	\$272,153.33	2.5%
SERVICES (2)	\$15,653,395.99	\$354,101.09	2.3%
<b>TOTALS:</b>	<b>\$26,722,797.81</b>	<b>\$626,254.42</b>	<b>2.3%</b>

**Projected MBE expenditure for FY2005:** **\$2,276,512.00**  
**Expenditure goal excess or shortfall:**  $\$626,254.42 - \$2,276,512 = -\$1,650,257.60$



## **Accomplishment and Initiatives**

For State Fiscal Year 2005 (FY2005), MassPike had only one “quasi-notable” acs: 1) allotting nearly 10% of its construction contract expenditures to MBE’s. MassPike can only speculate why FY2005 witnessed numerous award and contract goal deficiencies: 1) seasonal factors (e.g. the relatively mild winter precluded use of sodium chloride and other chemicals for de-icing purposes), 2) failure of MBE/WBE bidders to secure new goods and services bids, 3) MassPike’s simultaneous 6.3% increase in its discretionary spending budget and decrease in expenditures traditionally associated with MBEs/WBEs, thus reducing MBE/WBE percentages overall, and lack of MBE/WBE subcontracting opportunities on MassPike goods and services bid packages.

Nevertheless, to enhance other awards and expenditures which did not quite reach other benchmarks, MassPike will continue to adhere to the following procedures to encourage increased MBE/WBE participation in its construction, goods and services, and design contracts:

### **1. Outreach, Training, and Capacity Development**

The OCR plays a crucial role in informing businesses of Authority contract procedures and opportunities. OCR and Engineering regularly participate in upcoming construction contract previews and networking events. These events help MBEs, WBEs and other businesses contact prime contractors, learn about the latest major contracts, and experience the latest transportation agency contract bidding innovations.

To prepare for these outreach events, the OCR composes an Authority Affirmative Market Program Construction Preview document consisting of

- 1) messages from the Chairman, Director of Civil Rights, and the Chief Engineer
- 2) the Authority’s Construction Contract Opportunities for the calendar year,
- 3) a roster of currently active prime contractors listing their name, complete address, company contact, and telephone number, and
- 4) OCR, Engineering, and Materials Management telephone and fax numbers.

The OCR makes several copies of this document and distributes it to interested parties at the event. OCR and Engineering also regularly interact directly with prime contractors and subcontractors, gleaning information about their business specialties, work history, current jobs and current interests. OCR and Engineering also answer questions about ongoing and upcoming construction contract bids from companies and individuals, and collect company business cards, brochures, and profiles for future correspondence.

### **2. Certification**

The OCR also has forged working arrangements with the State Office of Minority and Women Business Assistance (SOMWBA) to provide M/WBE certification services, helping businesses owned by minorities and/or women become certified and gain access to MBE/WBE and small business programs administered by various state and federal agencies and authorities

The OCR encourages businesses to engage in joint venture relationships and other creative business relationships to ensure goals are achieved and to maximize the capacity development of minority and women owned firms in all areas of contracting. The OCR is responsible for reviewing and approving these types of joint venture relationships.

Beyond overseeing and helping SOMWBA realize its contractual responsibilities, the Authority, through OCR, has established another relationship with SOMWBA through the fast-track program.

Under this program, mandated by SOMWBA's own regulations (425 CMR, 2.04(2)(a), Fast-Track and Expedited Review Application Processes) SOMWBA gives priority to applicants which meet the prerequisites of a fast-track review. OCR submits the name of a minority- or woman-owned firm for certification determination under SOMWBA's Fast-Track guidelines to the Certification Unit Manager.

To be approved for the program, the firm must be participating in an Authority project and provide proof of such participation through Letters of Intent documents. Joint ventures are ineligible for the fast-track process. Once the firm is accepted into Fast-Track, SOMWBA will seek to determine a firm's certification eligibility as an MBE or WBE within 25 business days after its assignment to a certification specialist, provided the firm has submitted sufficient documentation upon which to base a decision.

Through memos, telephone calls, status reports and regular MassUCP meetings, SOMWBA apprises OCR of the certification process of a fast-tracked firm. SOMWBA will also apprise OCR of any information it needs to expedite Fast-Track for a particular firm. A fast-track review will not influence SOMWBA's decision to grant certification. Fast-Track only provides a means to process certain certification applications more quickly. Otherwise, a fast-track review is identical to SOMWBA's standard certification review process.

### **3. Advertising and Promotion**

In addition to contractor networking events, previews, and transportation agency exhibitions, the Authority advertises and promotes its upcoming contracts through written publications such as the Construction Journal (published by the Construction Industry of Massachusetts [CIM]), Dodge Report, Central Register (for M.G.L. Chapter 149 work only), Boston Globe, Cash, Inc., The New England Construction News, Construction Market Data, and local newspapers such as the Worcester Telegram or Springfield Union.

### **4. Civil Rights Language in Goods and Services Agreements and Lease Agreements**

Since July 1996, the Authority has established uniform civil rights language for placement in its bidding documents and established universal reporting requirements to be met in all of its goods/services agreements including its design and lease agreements. In order for a firm to engage in a business relationship with the Authority in the provision of goods and services, the firm must provide the following:

- a. a workforce profile
- b. an equal opportunity/affirmative action, non-discrimination policy in employment, contracting, and public access.
- c. good faith efforts in soliciting Minority and Women Business Enterprises (MBEs and WBEs) for any subcontracting opportunities.

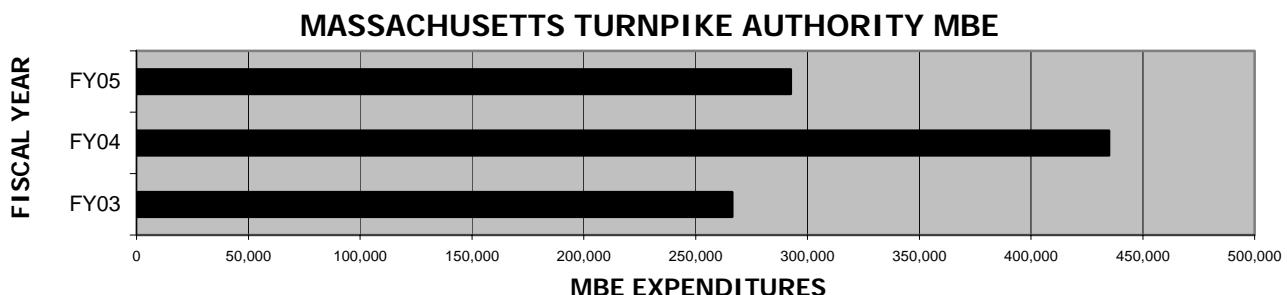
MassPike's stated MBE/WBE participation goal on goods/services contracts is 5% MBE / 5% WBE for a combined M/WBE total of 10%.

With respect to lease agreements with the Authority, the Authority's policy requires all industries and businesses seeking to develop and/or lease property from the Authority, along with any sublessors and subcontractors, to agree to abide by various civil rights requirements:

- a. The tenant agrees to implement equal opportunity/affirmative action policies consistent with those of the Authority in areas where equal employment transition plans, reports, goals, and timeframes have been identified to take effect to overcome the effects of past discrimination.
- b. The tenant also agrees to develop, distribute, and comply with a public policy that prohibits discrimination on the basis of race, color, religious creed, national origin, ancestry, gender, sexual orientation, disability, and veteran status in employment, public access, contracting, and all other activities.
- c. To institute and enforce all civil rights obligations under the lease agreement, the tenant will designate a management official whose duties will include but not be limited to informing all employees, contractors, and the public of the right to file complaints alleging any occurrence of sexual, racial, or other kind of discrimination or harassment, and managing responsible interaction with the OCR.
- d. At all organization levels as it pertains to the lease agreement, the tenant agrees to utilize good faith efforts to seek, employ and maintain a diverse workforce. To achieve diversity, the tenant agrees to work with OCR to create plans, goals, and timetables to promote and ensure equitable minority and female employment in all job categories. Towards that end, the tenant will generate workforce profiles monitoring and tracking minority and female participation under the agreement. All goals will be set in consultation with OCR and will be based on census employment availability data.
- e. The tenant will also demonstrate good faith efforts showing that MBEs and WBEs have had optimal opportunity to participate in all construction, design, goods, services, and other business operations (including joint ventures) under the agreement. The tenant will work with OCR to create plans, goals, and timetables. All goals will be set in consultation with OCR and will be based on MBE/WBE business availability data in specific industries, including construction, design, goods, and services.

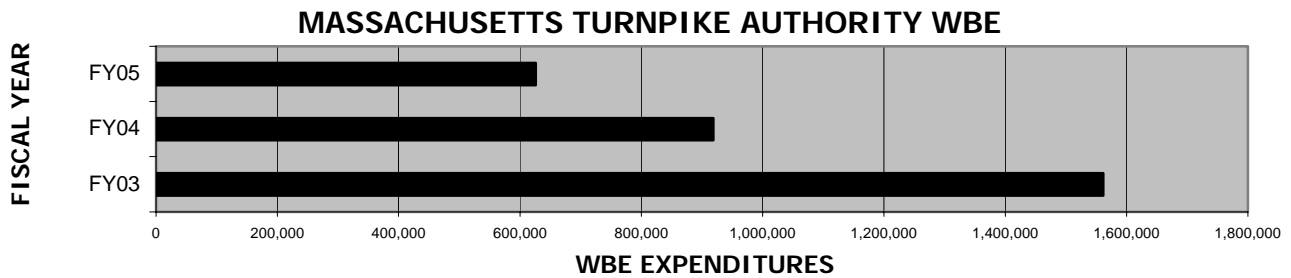
#### Historical Spending Trend Minority Business Enterprise (MBE) Goods and Services

	FY03	FY04	FY05
Massachusetts Turnpike Authority	\$266,448	\$434,860	\$292,543
<b>TOTAL</b>	<b>\$266,448</b>	<b>\$434,860</b>	<b>\$292,543</b>



## Historical Spending Trend Women Business Enterprise (WBE) Goods and Services

	FY03	FY04	FY05
Massachusetts Turnpike Authority	\$1,561,787	\$918,818	\$626,254
<b>TOTAL</b>	<b>\$1,561,787</b>	<b>\$918,818</b>	<b>\$626,254</b>



**MASSACHUSETTS TURNPIKE AUTHORITY  
AFFIRMATIVE MARKET PROGRAM  
FY05 EXPENDITURE REPORT  
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE MASSACHUSETTS TURNPIKE AUTHORITY								
	FY05	2Yr (03/04)	FY05	FY05 MBE	Final	Sub- Contractor Payments	Total FY05	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Mass Turnpike Authority	\$40,600,000	\$350,654	\$292,953	\$643,607	\$292,543		\$292,543	(\$351,064)
<b>TOTAL</b>	<b>\$40,600,000</b>	<b>\$350,654</b>	<b>\$292,953</b>	<b>\$643,607</b>	<b>\$292,543</b>	<b>\$0</b>	<b>\$292,543</b>	<b>(\$351,064)</b>

WOMEN BUSINESS ENTERPRISE MASSACHUSETTS TURNPIKE AUTHORITY								
	FY05	2Yr (03/04)	FY05	FY05 WBE	Final	Sub- Contractor Payments	Total FY05	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Mass Turnpike Authority	\$40,600,000	\$1,240,303	\$1,036,209	\$2,276,512	\$626,254		\$626,254	(\$1,650,258)
<b>TOTAL</b>	<b>\$40,600,000</b>	<b>\$1,240,303</b>	<b>\$1,036,209</b>	<b>\$2,276,512</b>	<b>\$626,254</b>	<b>\$0</b>	<b>\$626,254</b>	<b>(\$1,650,258)</b>

**MASSACHUSETTS TURNPIKE AUTHORITY  
AFFIRMATIVE MARKET PROGRAM  
FY05 EXPENDITURE REPORT  
CONSTRUCTION AND DESIGN EXPENDITURES**

<b>MASSACHUSETTS TURNPIKE AUTHORITY</b>						
<b>FY05 CONSTRUCTION EXPENDITURES</b>						
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
	FY05	FY05 M/WBE	MBE	WBE	FY05	VARIANCE
	Total Expenditures	Benchmark	Expenditures	Expenditures	Expenditures (Col. 3+4)	(Col. 5-2)
Massachusetts Turnpike Authority	\$2,949,715		\$2,042,646	\$907,069	\$2,949,715	\$2,949,715
<b>TOTAL</b>	<b>\$2,949,715</b>		<b>\$2,042,646</b>	<b>\$907,069</b>	<b>\$2,949,715</b>	<b>\$2,949,715</b>

<b>MASSACHUSETTS TURNPIKE AUTHORITY</b>						
<b>FY05 DESIGN EXPENDITURES</b>						
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
	FY05	FY05 M/WBE	MBE	WBE	FY05	VARIANCE
	Total Expenditures	Benchmark	Expenditures	Expenditures	Expenditures (Col. 3+4)	(Col. 5-2)
Massachusetts Turnpike Authority	\$21,904		\$21,904	\$0	\$21,904	\$21,904
<b>TOTAL</b>	<b>\$21,904</b>		<b>\$21,904</b>	<b>\$0</b>	<b>\$21,904</b>	<b>\$21,904</b>

**MASSACHUSETTS TURNPIKE AUTHORITY  
AFFIRMATIVE MARKET PROGRAM  
FY05 EXPENDITURE REPORT  
CONSTRUCTION AND DESIGN AWARDS**

MASSACHUSETTS TURNPIKE AUTHORITY						
FY05 CONSTRUCTION AWARDS						
	1	2	3	4	5	6
	FY05 Total Awards	FY05 M/WBE Benchmark	MBE Awards	WBE Awards	FY05 Awards (Col. 3+4)	VARIANCE (Col. 5-2)
Massachusetts Turnpike Authority	\$2,357,018		\$1,995,013	\$362,005	\$2,357,018	\$2,357,018
<b>TOTAL</b>	<b>\$2,357,018</b>		<b>\$1,995,013</b>	<b>\$362,005</b>	<b>\$2,357,018</b>	<b>\$2,357,018</b>

MASSACHUSETTS TURNPIKE AUTHORITY						
FY05 DESIGN AWARDS*						
	1	2	3	4	5	6
	FY05 Total Awards	FY05 M/WBE Benchmark	MBE Awards	WBE Awards	FY05 Awards (Col. 3+4)	VARIANCE (Col. 5-2)
Massachusetts Turnpike Authority	\$0		\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

\*NA

# THE EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT

## Message from the Director

*The Executive Office of Economic Development, like the Affirmative Market Program, works to expand businesses in Massachusetts and to reduce barriers to growth, including businesses owned by minorities and women. We remain strongly committed to the goals of Affirmative Market Program.*

**Ranch C. Kimball**  
Secretary

## Mission Statement

The Executive Office of Economic Development (EED) is the state's main office focused on economic growth in the Commonwealth. Incorporating the resources of the Department of Business and Technology, the Office of Consumer Affairs and Business Regulation, the Department of Labor, and the Department of Workforce Development, we develop policies and oversee programs designed to help businesses create and retain jobs, maintain a stable business climate, and strengthen the state's competitiveness.

By partnering with leading public and private economic development resources across the state, our Business Resource Team (BRT) provides a single point of contact for one on one services to businesses looking to create and retain jobs in Massachusetts. The BRT is a one-stop shop which aggregates government and other economic development programs and services, making them easier to access and providing a higher level of service to businesses.

While recent trends point to an overall economic recovery, our work is not finished. We continue to take on issues such as permitting, healthcare and energy policy to make Massachusetts a more competitive place to do business. We are focused on improving the state's economy by attracting and retaining good jobs and helping our citizens achieve greater economic opportunity. We are also invested in supporting and strengthening our area's workforce, reducing barriers to growth, and keeping a regional focus on industry development.

## FY05 MBE and WBE Narrative

EED was established in FY2003 with a small budget which was used solely to support personnel related costs. Therefore, EED had no MBE or WBE expenditures in FY2003. However, in FY2004, we exceeded both our benchmarks by 840%. In FY2005, we again exceeded both benchmarks—265% for the MBE benchmark and 2382% for the WBE benchmark. All office supplies were purchased from New England Office Supply (NEOS), a vendor on the statewide contract. We also contracted for services of a certified WBE for a major marketing initiative. This project was initiated later in the fiscal year after our benchmarks were submitted. However, it was important to select a WBE vendor for this project.

## Overview of Secretariat Agencies



## **Department of Business and Technology**

*All agencies under the Department of Business and Technology (DBT) work hard to advance the Affirmative Market Program. The Department's mission, like that of the Affirmative Market Program, is to provide broad economic opportunity for all businesses across Massachusetts.*

*The Department's agencies remain strongly committed to providing and expanding opportunities for certified minority and women owned businesses in the Commonwealth. On an ongoing basis, the State Office of Minority and Women Business Assistance (SOMWBA) facilitates training seminars instructing vendors on how to become certified businesses with the Commonwealth. SOMWBA, working with OSD, is mounting a small business development program to encourage and assist small business participation in state and other government entity procurements. In addition, the regional offices of the Massachusetts Office of Business Development (MOBD) and the Small Business Development Center at UMass offer technical assistance to minority businesses. Specifically, SBDC's Procurement Technical Assistance Center assists small business to become more familiar with federal government bidding requirements and specifications, thereby helping them become more competitive.*

**Renee M. Fry**  
**Director**

## **Mission Statement**

The Department of Business and Technology (DBT) works with the business community to help create, retain and attract jobs throughout the Commonwealth by offering programs that stimulate economic growth and development. We are committed to working directly with the business community to make Massachusetts an even better place to do business. Working through the five agencies under its authority, DBT offers programs that stimulate economic growth and development:

### **Massachusetts Office of Business Development (MOBD):**

Through its six regional offices, including a new office in the Metro-West , MOBD works with companies and municipalities to help them take advantage of economic incentive programs that are available. MOBD also assists companies in navigating and obtaining the technical, human, financial and siting resources necessary to expand and/or re-locate in MA.

### **Massachusetts Office of Travel and Tourism (MOTT):**

The Massachusetts Office of Travel & Tourism brings together the public and private sectors to promote MA as a leisure travel destination in order to stimulate the MA economy by generating state and local tax revenues, creating jobs and supporting the growth of travel-related businesses. MOTT oversees an annual advertising and promotional program as well as providing leadership to and joint marketing opportunities for the MA tourism industry to stimulate travel to the Commonwealth.

### **Massachusetts Office of International Trade and Investment (MOITI):**

The Massachusetts Office of International Trade & Investment diversifies the MA economy and workforce by marketing the state's businesses internationally, developing exporting relationships through focused bilateral trade promotion and attracting foreign direct investment to the state.

**State Office of Minority and Women Business Assistance (SOMWBA):**

The State Office of Minority & Women Business Assistance creates opportunities for minority and women owned businesses by growing the number of state and federally certified businesses and offering assistance on how to become certified. Chapter 193 of the Acts of 2004 ensures the fair participation of minority-owned and women-owned businesses on state funded municipal construction projects. SOMWBA is responsible for the overall management, monitoring, and enforcement of that program.

**Massachusetts Office of Small Business and Entrepreneurship (OSBE):**

The Office of Small Business & Entrepreneurship helps small businesses access available resources, improves public policies and regulations pertaining to small businesses and assists municipalities with programs that enhance their business communities in order to make MA a better place for small businesses to grow and thrive.

**FY05 MBE Narrative**

In FY2005, DBT utilized six different MBE vendors for the following services:

- General office supplies
- Movers
- Travel related services
- Toner cartridges
- Information technology equipment
- Information technology services

We would like to report that DBT spent \$58,861 with MBE vendors, exceeding our FY2005 benchmark by slightly over 300%. We attained this success primarily through our conscientious efforts to utilize MBE vendors. As we did in FY2004, we utilized the statewide contracts, as procured by the Operational Services Division, to identify all available MBE/WBE vendors on these contracts and to utilize them, wherever possible. For example, the largest percentage of our MBE expenditures went to an MBE vendor, with whom we contracted to upgrade SOMWBA's website. We made a conscious effort to seek a qualified W/MBE vendor for this project. We also utilized the same vendor for a smaller project upgrading MOTT's database. We believe this collaboration to be a very successful one and, depending upon funding availability, we intend to utilize the services of an MBE vendor again in the near future.

**FY05 WBE Narrative**

In FY2005, DBT contracted with nine different WBE firms for the following services:

- General office supplies
- Fulfillment services
- Custom publishing services
- Printing
- Subscriptions
- Marketing
- Office furnishings

DBT spent \$1,032,909 with WBE vendors, exceeding our FY2005 WBE benchmark by 218%. This was principally due to two major contracts: fulfillment services with D. Pike and Company

(FY2005 expenditures of \$322,627.88) and custom publishing with Pohly and Partners (FY2005 expenditures of \$671,365.69). These two contracts represented approximately 96% of our WBE spending. While we expect to continue to contract with Pohly for the next several years, we continually review the list of WBE vendors for other services. Our WBE expenditures for general office supplies will continue to increase significantly from previous years as we utilize New England Office Supply, the sole vendor on the statewide contract for supplies who is also a certified WBE.

### **Accomplishment and Initiatives**

DBT and its agencies continue to make significant progress in expanding our participation in the Affirmative Market Program and to create capacity for minority and women vendors. Both the Massachusetts Small Business Development Center at UMass, through its Procurement Technical Assistance Center, and SOMWBA provide training to minority and women owned firms seeking to do business with various governmental entities. SOMWBA is currently working to improve its website and back-end computer systems in order to improve the efficiency of the process by which organizations can apply to be certified for either state or federal programs.

We encourage our agencies to identify possible MBE or WBE businesses when contracting; and we have included stronger AMP language in recent Request for Responses. We will also continue to strongly encourage our major contractors to include more MBEs and WBEs in their subcontracting expenditures.

### **Apprentice Training**

The Division of Apprentice Training (DAT) was able to improve upon their MBE benchmarks by 18% through the use of the same vendors in FY05, resulting in \$5,947 MBE dollars.

The Division of Apprentice Training (DAT) increased its WBE benchmark by 88%, spending a total of \$22,666.46 with WBEs, greatly in part with the use of Cleary Consultants and the Eliassen Group for clerical and database support services. DAT also remained faithful to CAM, NEOS and Nelson Office/Xpedx for day to day office supplies.

### **Department of Workforce Development**

The Department of Workforce Development (DWD) exceeded their MBE benchmark by 55%, spending a total of \$8,374 with a variety of vendors including CAM, NEOS for office supplies, as well as PJ Systems for IT equipment. In addition to supplies, DWD was able to utilize OT& T for all travel services whenever necessary.

The Department of Workforce Development (DWD) achieved great success in FY05 by exceeding its \$3,534 projected WBE benchmark by over 400%, spending a total of \$17,987.65 with women-owned businesses. This large increase was due to the one time use of the consulting firm, Project Control Companies, Inc., for an overall managerial review. DWD would still have exceeded its benchmark without these one time services in FY05 with the continued use of CAM Office and NEOS for toner and office supplies. The use of Nelson Office Products, through Xpedx/International Paper Co., allowed for additional spending of subcontracting dollars.

### **Division of Labor**

The Dept. of Labor, Division of Occupational Safety (DOL) was successful during FY05 in both its MBE and WBE expenditures. DOL is proud to report that it exceeded its FY05 MBE projected benchmark by \$2,836.00, with a spending total of \$39,984.00 This success was achieved by our business relationship with vendors such as CAM Office Services (\$3,975.00); New England Office

Supplies (\$22,487.00); G A Blanco & Sons (\$2,793.00); and Sterling Buiness Products (\$6,664.00). As well, DOL exceeded its FY05 WBE projected benchmark by \$7,770.00, with a spending total of \$39,387.00 Success in this area was due in part by the above-mentioned vendors to include CQ Personnel (\$3,889.00) and John Leonard Employment (\$4,043.00). DOL will continue to utilize the services/goods provided by MBEs and WBEs vendors on statewide contracts to meet its realistic benchmark goal set forth in FY06.

## Accomplishment and Initiatives

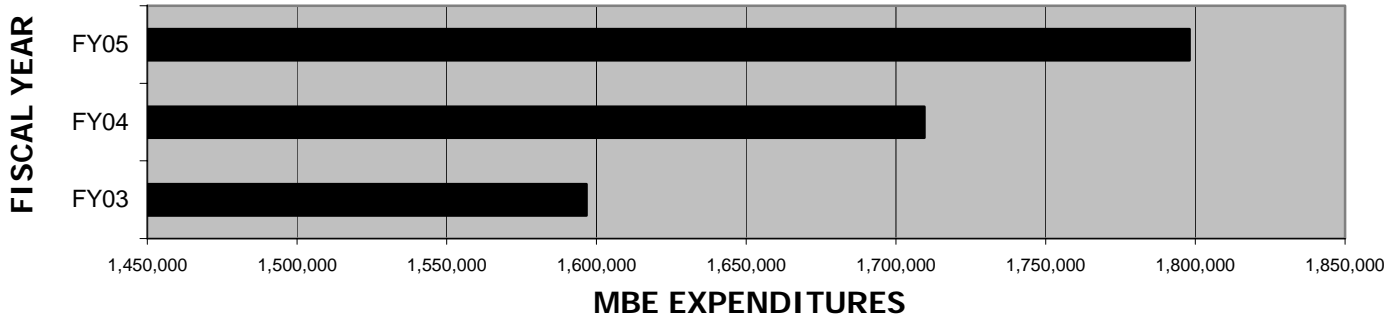
EED will continue to utilize NEOS for all its FY2006 office supply needs. Since the marketing related initiative was completed in FY2005, we are currently working to seek additional M/WBE vendors for our office needs: We have procured CAM Office Services for all our toner cartridges and PJ Systems (HiQ Computers) for our information technology needs. We believe that the availability of M/WBE vendors on various statewide contracts is helpful to a small agency such as ours in meeting—and even exceeding—our annual benchmarks.

## Executive Office of Economic Development Historical Spending Trend-Minority Business Enterprises (MBEs)

	FY03*	FY04	FY05
Apprentice Training	\$37,518	\$3,502	\$5,947
Board of Conciliation and Arbitration	\$2,396	\$1,811	\$3,006
Department of Business and Technology	\$30,231	\$38,085	\$66,685
Department of Industrial Accidents	\$252,806	\$309,256	\$276,364
Department of Telecommunications and Energy	\$60,105	\$57,166	\$68,631
Department of Workforce Development	\$4,655	\$10,786	\$8,374
Division of Banks	\$43,091	\$50,731	\$33,203
Dept. of Unemployment Assistant (formerly Division of Employment and Training)	\$988,725	\$1,088,297	\$1,127,844
Division of Energy Resources	\$16,060	\$11,736	\$16,548
Division of Insurance	\$25,070	\$30,255	\$59,114
Division of Labor, Division of Occupational Safety	\$58,348	\$37,948	\$39,984
Division of Professional Licensure	N/A	\$14,916	\$38,832
Division of Standards	\$5,342	\$6,296	\$9,432
Executive Office of Economic Development	\$30,231	\$3,764	\$4,986
Joint Labor Management Committee	\$631	\$907	\$1,336
Labor Relations Commission	\$5,038	\$4,691	\$3,758
Office of Consumer Affairs and Business Regulation	\$4,282	\$9,701	\$20,682
State Racing Commission	\$32,110	\$29,670	\$13,368
<b>TOTAL</b>	<b>\$1,596,639</b>	<b>\$1,709,518</b>	<b>\$1,798,094</b>

\*Departments listed in FY04 did not necessarily report to E.E.D. in FY02 and 03. The Totals listed for FY02 and 03 are based on MBE spending reported by such departments during those fiscal years and have been totaled for purposes of consistency in this report.

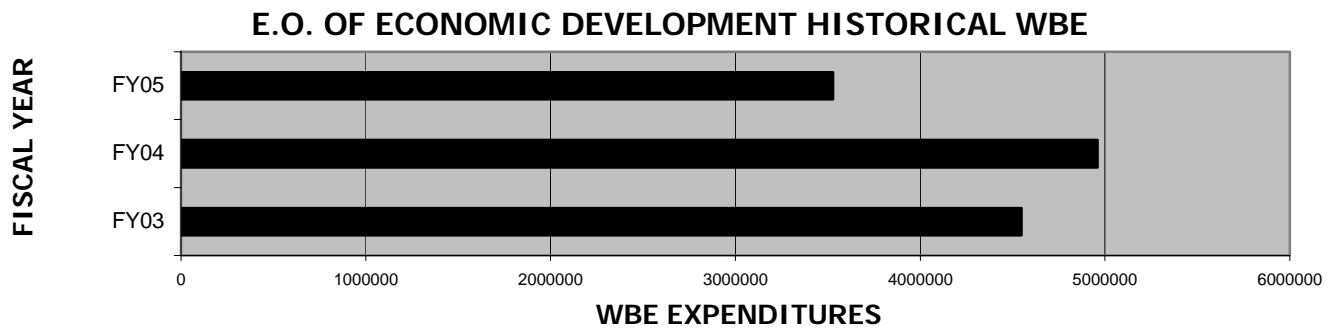
## E.O. ECONOMIC DEVELOPMENT MBE



### The Executive Office of Economic Development Historical Spending Trend-Women Business Enterprises (WBEs)

	FY03*	FY04	FY05
Apprentice Training	\$46,733	\$21,591	\$23,328
Board of Conciliation and Arbitration	\$2,236	\$1,811	\$816
Department of Business and Technology*	\$944,212	\$891,209	\$1,035,104
Department of Industrial Accidents	\$92,980	\$215,093	\$337,060
Department of Telecommunications and Energy	\$85,939	\$40,723	\$57,041
Department of Workforce Development	\$4,225	\$7,068	\$18,952
Division of Banks	\$43,009	\$99,097	\$232,784
Dept. of Unemployment Assistance (formerly Division of Employment and Training)	\$2,984,867	\$3,414,876	\$1,570,956
Division of Energy Resources	\$30,144	\$6,726	\$7,927
Division of Insurance	\$198,874	\$96,376	\$81,554
Division of Occupational Safety	\$64,784	\$30,650	\$39,387
Division of Professional Licensure	N/A	\$88,863	\$48,803
Division of Standards	\$5,342	\$6,296	\$5,241
Executive Office of Economic Development	\$944,212	\$3,764	\$44,843
Joint Labor Management Committee	\$631	\$3,407	\$1,336
Labor Relations Commission	\$5,038	\$4,717	\$3,216
Office of Consumer Affairs and Business Regulation	\$28,119	\$9,544	\$11,667
State Racing Commission	\$9,764	\$17,290	\$7,610
<b>TOTAL</b>	<b>\$4,547,841</b>	<b>\$4,959,101</b>	<b>\$3,527,625</b>

\*Departments listed in FY04 did not necessarily report to E.E.D. in FY02 and 03. The Totals listed for FY02 and 03 are based on WBE spending reported by such departments during those fiscal years and have been totaled for purposes of consistency in this report.



**The Executive Office of Economic Development  
AFFIRMATIVE MARKET PROGRAM  
FY05 EXPENDITURE REPORT  
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE DEPARTMENT OF BUSINESS AND TECHNOLOGY								
	FY05	2Yr (03/04)	FY05	FY05 MBE	Final	Sub- Contractor Payments	Total FY05	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Apprentice Training	\$160,398	\$20,510	(\$15,510)	\$5,000			\$5,947	(\$5,000)
Board of Conciliation and Arbitration	\$22,835	\$2,104	\$0	\$2,104	\$3,006		\$3,006	\$902
Department of Business and Technology	\$7,498,001	\$19,043	\$0	\$19,043	\$58,861	\$7,824	\$66,685	\$47,642
Department of Industrial Accidents	\$116,000	\$281,031	(\$202,531)	\$78,500	\$271,717	\$4,647	\$276,364	\$197,864
Department of Telecommunications and Energy	\$1,779,756	\$58,636	\$0	\$58,636	\$68,631		\$68,631	\$9,995
Department of Workforce Development	\$22,717	\$5,393	\$0	\$5,393	\$14,298		\$14,298	\$8,905
Division of Banks	\$1,677,183	\$46,911	\$0	\$46,911	\$33,203		\$33,203	(\$13,708)
Division of Employment and Training	\$31,637,522	\$1,038,511	\$62,311	\$1,100,822	\$722,129	\$405,715	\$1,127,844	\$27,022
Division of Energy Resources	\$701,470	\$13,898	\$0	\$13,898	\$15,928	\$620	\$16,548	\$2,650
Division of Insurance	\$2,163,339	\$24,833	\$0	\$24,833	\$59,114		\$59,114	\$34,281
Division of Occupational Safety	\$1,251,422	\$48,148	(\$11,000)	\$37,148	\$39,984		\$39,984	\$2,836
Division of Professional Licensure	\$1,528,685	\$20,233	\$0	\$20,233	\$38,832		\$38,832	\$18,599
Division of Standards	\$101,302	\$5,819	\$0	\$5,819	\$9,204	\$228	\$9,432	\$3,613
Executive Office of Economic Development	\$10,203	\$1,882	\$0	\$1,882	\$4,986		\$4,986	\$3,104
Joint Labor Management Committee	\$24,640	\$769	\$0	\$769	\$1,336		\$1,336	\$567
Labor Relations Commission	\$37,911	\$4,865	\$0	\$4,865	\$3,758		\$3,758	(\$1,107)
Office of Consumer Affairs and Business Regulation	\$128,468	\$6,979	\$0	\$6,979	\$20,682		\$20,682	\$13,703
State Racing Commission	\$497,500	\$30,890	\$0	\$30,890	\$13,368		\$13,368	(\$17,522)
<b>TOTAL</b>	<b>\$49,359,352</b>	<b>\$1,630,455</b>	<b>(\$166,730)</b>	<b>\$1,463,725</b>	<b>\$1,379,037</b>	<b>\$419,034</b>	<b>\$1,798,094</b>	<b>\$334,346</b>

WOMEN BUSINESS ENTERPRISE DEPARTMENT OF BUSINESS AND TECHNOLOGY								
	FY05	2Yr (03/04)	FY05	FY05 MBE	Final	Sub- Contractor Payments	Total FY05	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Apprentice Training	\$160,398	\$34,162	(\$22,162)	\$12,000	\$22,666	\$662	\$23,328	\$11,328
Board of Conciliation and Arbitration	\$22,835	\$2,024	\$0	\$2,024	\$816		\$816	(\$1,208)
Department of Business and Technology	\$7,498,001	\$445,605	\$26,501	\$472,106	\$1,032,909	\$2,195	\$1,035,104	\$562,998
Department of Industrial Accidents	\$116,000	\$154,037	(\$116,537)	\$37,500	\$335,343	\$1,717	\$337,060	\$299,560
Department of Telecommunications and Energy	\$1,779,756	\$63,331	\$0	\$63,331	\$54,828	\$2,213	\$57,041	(\$6,290)
Department of Workforce Development	\$22,717	\$3,534	\$0	\$3,534	\$17,988	\$964	\$18,952	\$15,418
Division of Banks	\$1,677,183	\$71,053	\$0	\$71,053	\$232,784		\$232,784	\$161,731
Division of Unemployment Assistance	\$31,637,522	\$3,199,872	\$191,992	\$3,391,864	\$1,518,714	\$52,242	\$1,570,956	(\$1,820,908)
Division of Energy Resources	\$701,470	\$18,435	\$0	\$18,435	\$7,753	\$174	\$7,927	(\$10,508)
Division of Insurance	\$2,163,339	\$147,625	\$0	\$147,625	\$81,010	\$544	\$81,554	(\$66,071)
Department of Labor	\$1,251,422	\$47,717	(\$16,100)	\$31,617	\$39,387		\$39,387	\$7,770
Division of Professional Licensure	\$1,528,685	\$69,590	\$0	\$69,590	\$48,803		\$48,803	(\$20,787)
Division of Standards	\$101,302	\$5,819	\$0	\$5,819	\$5,177	\$64	\$5,241	(\$578)
Executive Office of Economic Development	\$10,203	\$1,882	\$0	\$1,882	\$44,843		\$44,843	\$42,961
Joint Labor Management Committee	\$24,640	\$2,019	\$0	\$2,019	\$1,336		\$1,336	(\$683)
Labor Relations Commission	\$37,911	\$4,878	\$0	\$4,878	\$3,216		\$3,216	(\$1,662)
Office of Consumer Affairs and Business Regulation	\$128,468	\$18,832	\$0	\$18,832	\$11,667		\$11,667	(\$7,165)
State Racing Commission	\$497,500	\$13,527	\$0	\$13,527	\$7,610		\$7,610	(\$5,917)
<b>TOTAL</b>	<b>\$49,359,352</b>	<b>\$4,303,942</b>	<b>\$63,694</b>	<b>\$4,367,636</b>	<b>\$3,466,850</b>	<b>\$60,775</b>	<b>\$3,527,625</b>	<b>(\$840,011)</b>



## DEPARTMENT OF EDUCATION (DOE)

### Message from the Commissioner

*The Department of Education is committed to ensuring minority and women business enterprises are included in the planning and implementation of all programs of the department through spending priorities. We will continue to strive to meet aggressive goals, combined with improved outreach and will continue to award grants and contracts to certified minority and women business enterprises.*

*David P. Driscoll  
Commissioner*

### Mission Statement

The Department of Education provides technical and financial support to cities, towns, charter schools, and regional school districts for early, primary, secondary, vocational, and adult basic education. The Department coordinates and oversees statewide educational policy by ensuring high-quality curriculum in schools, developing assessments for student and school performance, and establishing certification criteria for teachers and administrators throughout the Commonwealth.

### FY05 MBE Narrative

In Fiscal Year 2005, the Department of Education succeeded in exceeding its' Benchmark of \$1,430,878.00. Expenditures totaling \$1,463,440.00, an increase of 11%, went to MBE certified vendors. The Department utilized MBE vendors for printing expenses, out of state travel expenses, office supplies, non-hazardous waste removal service, and program consultants. We will continue to work within the agency's procurement unit to increase the amount of discretionary monies utilizing M/WBE certified vendors whenever possible.

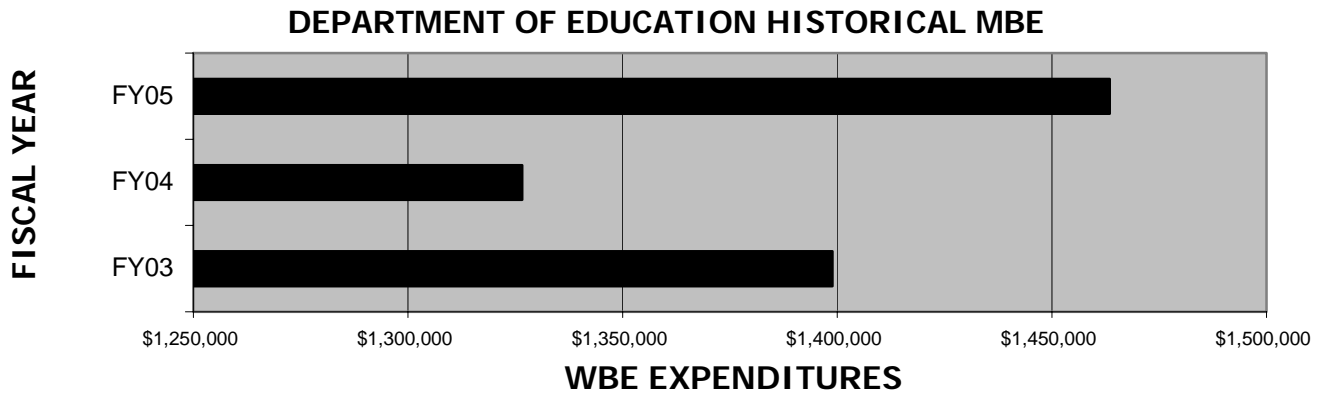
### FY05 WBE Narrative

The Department of Education continued its use of women owned businesses. Expenditures totaling \$932,049.00 went to WBE certified vendors. The Department sustained its use of WBE vendors for office supplies, printing, printing supplies, and information technology professionals. However, the Department of Education was not able to achieve its' Benchmark of \$1,089,909.00. We will continue to utilize WBE vendors whenever possible and anticipate continued success.

### Department of Education Historical Spending Trend Women Business Enterprise (MBE)

#### DEPARTMENT OF EDUCATION

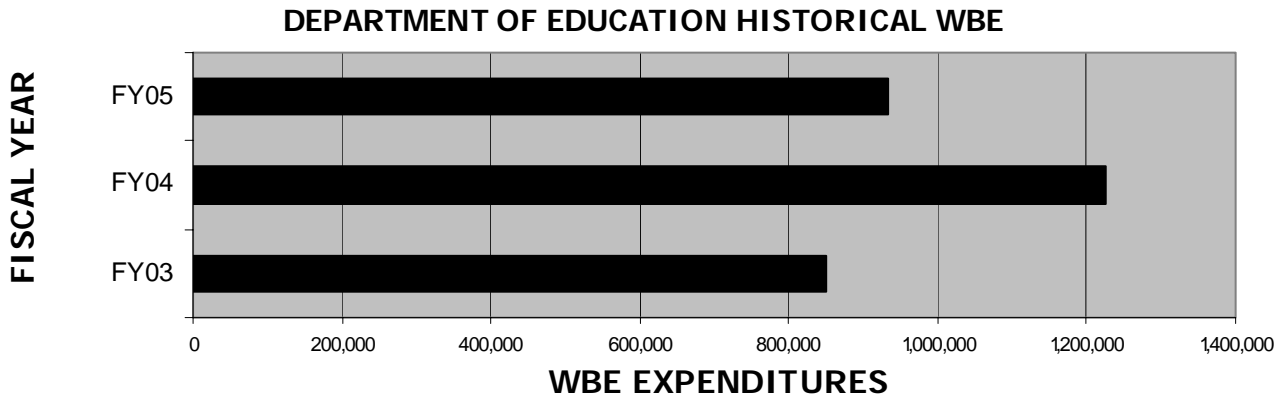
	FY03	FY04	FY05
Department of Education	\$1,398,886	\$1,326,596	\$1,463,440
<b>TOTAL</b>	<b>\$1,398,886</b>	<b>\$1,326,596</b>	<b>\$1,463,440</b>



**Department of Education  
Historical Spending Trend Women Business Enterprise (WBE)**

**DEPARTMENT OF EDUCATION**

	FY03	FY04	FY05
Department of Education	\$849,381	\$1,226,636	\$932,049
<b>TOTAL</b>	<b>\$849,381</b>	<b>\$1,226,636</b>	<b>\$932,049</b>



**DEPARTMENT OF EDUCATION  
AFFIRMATIVE MARKET PROGRAM  
FY05 EXPENDITURE REPORT  
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE DEPARTMENT OF EDUCATION								
	FY05 Disc. Base	2Yr (03/04) Average	FY05 Proj. Incr	FY05 MBE Benchmark	Final Expenditures	Sub- Contractor Payments	Total FY05 Expenditures	Variance
Department of Education	\$75,411,261	\$1,362,741	\$68,137	\$1,430,878	\$1,461,861	\$1,579	\$1,463,440	\$32,562
<b>TOTAL</b>	<b>\$75,411,261</b>	<b>\$1,362,741</b>	<b>\$68,137</b>	<b>\$1,430,878</b>	<b>\$1,461,861</b>	<b>\$1,579</b>	<b>\$1,463,440</b>	<b>\$32,562</b>

WOMEN BUSINESS ENTERPRISE DEPARTMENT OF EDUCATION								
	FY05 Disc. Base	2Yr (03/04) Average	FY05 Proj. Incr	FY05 MBE Benchmark	Final Expenditures	Sub- Contractor Payments	Total FY05 Expenditures	Variance
Department of Education	\$75,411,261	\$1,038,009	\$51,900	\$1,089,909	\$931,484	\$565	\$932,049	(\$157,860)
<b>TOTAL</b>	<b>\$75,411,261</b>	<b>\$1,038,009</b>	<b>\$51,900</b>	<b>\$1,089,909</b>	<b>\$931,484</b>	<b>\$565</b>	<b>\$932,049</b>	<b>(\$157,860)</b>

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DEPARTMENT OF HOUSING  
&  
COMMUNITY DEVELOPMENT

GOODS  
&  
SERVICES

## DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT (DHCD)

### Message from the Secretary

We, at the Department of Housing & Community Development (DHCD) have always supported the utilization of Minority Business Enterprises in our contractual relationships with vendors. Executive Order 390 is included and implemented during the preparation of local housing authority construction and design contracts. We are aggressive in the goals we set and make every effort to maintain them. My staff has made extra efforts to engage and train the public on how to do business with DHCD. We are always trying new and innovative ideas to encourage participation in our contracts by the MBE/WBE community. We have adopted the spirit of Executive Order 390 which has resulted into a successful program and a record that DHCD takes pride in.

*Jane Wallis Gumble*  
*Director*

### Mission Statement

The mission of DHCD is to strengthen cities, towns and neighborhoods to enhance the quality of life of Massachusetts's residents. To accomplish our mission, we will provide leadership, professional assistance and financial resources to promote safe, decent affordable housing opportunities, economic vitality of communities and sound municipal management. We will forge partnerships with regional and local governments, public agencies, community-based organizations and the business community to achieve our common goals and objectives. In all of these efforts, we will recognize and respect the diverse needs, circumstances and characteristics of individuals and communities.

### DHCD is committed to:

- Programs and funding that primarily target populations of low to moderate incomes and those with special needs.
- Coordinated, integrated and balanced agency responses to address the comprehensive needs and interests of communities.
- Programs and technical assistance designed to facilitate informed decision-making at the local level, and to encourage self-sufficiency of residents and communities.
- Sound business practices that ensure the highest standards of public accountability and responsibility.

### FY05 MBE/WBE Narrative

The Department of Housing and Community Development (DHCD) is a single agency reporting its MBE/WBE expenditures and activities to the Executive Director of the Affirmative Market Program in the Executive Office of Administration and Finance (EOAF). Massachusetts Housing (MHFA), an affiliate of DHCD, conducts independent monitoring of its MBE expenditures and submits separate MBE/WBE quarterly and annual reports to EOAF.

### Goods & Services

The data for goods services in FY2005, includes universal exemptions allowed by the EOAF, and only includes expenditures made with state funds. Because of program funding cuts, DHCD failed to meet the

MBE benchmark by 51% and failed to meet the WBE benchmark by 8.1%. Most of DHCD's procurements in this area are made from the existing statewide goods & services contracts from which we select SOMWBA-certified firms when available. Also, many of our year-to-year grant contracts for neighborhood and fuel assistance services are entered into with SOMWBA-certified CDC's and non-profit organizations. The grant applications submitted by non-profit organizations and the awards of these grants hinges on the appropriation of funds in DHCD's program budgets. When program funding is cut it affects our MBE/WBE benchmarks.

## **MBE & WBE Construction**

DHCD funds local housing authorities (LHAs) for construction and modernization of state-aided public housing through contracts for financial assistance. It is important to note that MMARS only captures payments made to these LHAs and does not capture payments to the General Contractor or the SOMWBA-certified MBE/WBE subcontractors. On all LHA funded construction contracts estimated to cost a \$100,000 or more we required a total of 17% MBE/WBE participation (12% MBE and a 5% WBE). The exceptions to these requirements would be jobs that are single trade in nature, i.e., elevator upgrades, paving, oil tank remediation, septic systems, etc.

In FY2005, DHCD did not meet its benchmarks in expenditures or awards. Several factors are attributable to DHCD's shortfall in previous Fiscal Years, but the most critical one is lack of funding. Major funding constraints have been placed on this Department and has caused us to delayed contract awards and expenditures for FY2005 pushing these projects to appear as FY2006 expenditures & awards. Further, a substantial amount of work funded by this Department was well under \$100,000 per project and was single trade in nature as identified above. Unfortunately, there is a lack of M/WBE prime contractors in these specialized areas of work. The larger housing authorities did a great deal of repairs and rehabilitation on public housing units by utilizing their in-house maintenance staff. This was a cost effective measure do to the funding constraints. We are keeping track of MBE/WBE firms that bid our work and contact these firms directly in an attempt to get them to bid. Sometimes the jobs are too small and these firms are not interested or they are too busy. However, we will continue to try and stimulate interest.

## **MBE & WBE Design Services**

DHCD did not meet its benchmarks in expenditures or awards for M/WBE participation in Design Services. Once again, as stated above this shortfall is mainly due to funding constraints and for sound fiscal reasons, DHCD's in-house design staff has been preparing more specifications in order to facilitate time sensitive projects and to keep costs down.

The procedures are similar with respect to design contracts. DHCD does not enter into contracts for architectural and/or engineering (A/E) services. Local housing authorities who receive DHCD funding enter into these contracts which contain DHCD's MBE/WBE requirements when the contract is \$100,000 or more. These contracts require 7% MBE and 3% WBE participation. On A/E contracts under \$100,000, DHCD through its LHA's makes every effort to directly award contracts to SOMWBA-certified A/E Firms. Most of our MBE/WBE participation comes from the MBE/WBE being prime A/E firm.

## **Accomplishment and Initiatives**

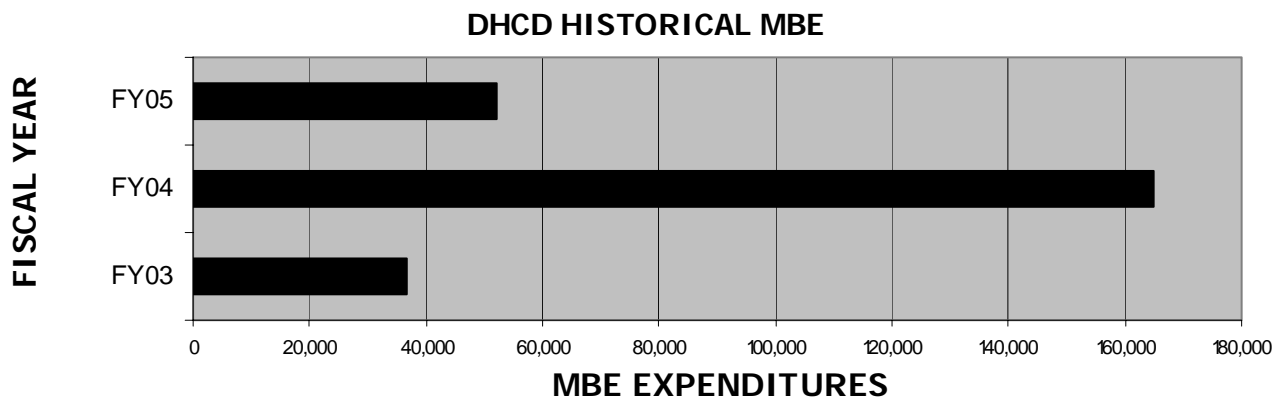
In FY2005, DHCD spent \$21,894.69 with New England Office Supply (a WBE) and \$6,206.67 with Corporate Express. In FY2006, state agencies are permitted to conduct business only with NEOS. Corporate Express's portion in FY2005 constitutes approximately 22% of DHCD's office supply purchases.

It stands to reason that spending with NEOS should increase by about 22% for FY2006 and in future years now that Corporate Express is no longer on contract, assuming the department receives level funding for administration.

### Historical Spending Trend-Minority Business Enterprises (MBEs)

#### DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT

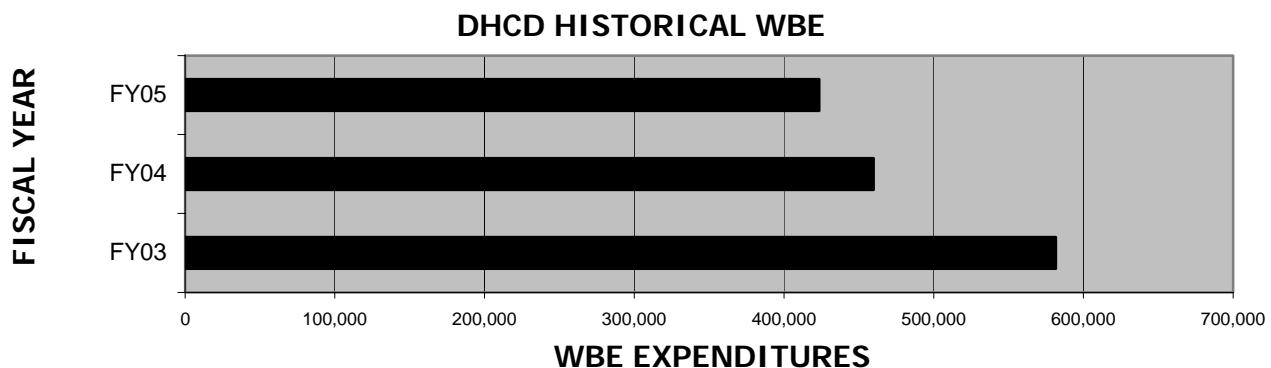
	FY03	FY04	FY05
Housing and Community Development	\$36,461	\$165,038	\$51,997
<b>TOTAL</b>	<b>\$36,563</b>	<b>\$165,038</b>	<b>\$51,997</b>



### Historical Spending Trend-Women Business Enterprises (WBEs)

#### Department of Housing & Community Development

	FY03	FY04	FY05
Housing and Community Development	\$581,635	\$459,850	\$423,611
<b>TOTAL</b>	<b>\$581,635</b>	<b>\$459,850</b>	<b>\$423,611</b>



**DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT  
AFFIRMATIVE MARKET PROGRAM  
FY05 EXPENDITURE REPORT  
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT								
	FY05	2Yr (03/04)	FY05	FY05 MBE	Final	Sub- Contractor Payments	Total FY05	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Housing and Community Development	\$7,287,359	\$100,801	\$0	\$100,801	\$51,880	\$117	\$51,997	(\$48,804)
<b>TOTAL</b>	<b>\$7,287,359</b>	<b>\$100,801</b>	<b>\$0</b>	<b>\$100,801</b>	<b>\$51,880</b>	<b>\$117</b>	<b>\$51,997</b>	<b>(\$48,804)</b>

WOMEN BUSINESS ENTERPRISE DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT								
	FY05	2Yr (03/04)	FY05	FY05 MBE	Final	Sub- Contractor Payments	Total FY05	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Housing and Community Development	\$7,287,359	\$520,723	\$0	\$520,723	\$423,611		\$423,611	(\$97,112)
<b>TOTAL</b>	<b>\$7,287,359</b>	<b>\$520,723</b>	<b>\$0</b>	<b>\$520,723</b>	<b>\$423,611</b>	<b>\$0</b>	<b>\$423,611</b>	<b>(\$97,112)</b>



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DEPARTMENT OF HOUSING  
&  
COMMUNITY DEVELOPMENT

CONSTRUCTION  
&  
DESIGN

**DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT  
AFFIRMATIVE MARKET PROGRAM  
FY05 EXPENDITURE REPORT  
CONSTRUCTION AND DESIGN EXPENDITURES**

Department of Housing and Community Development FY05 CONSTRUCTION EXPENDITURES						
	1	2	3	4	5	6
	FY05 Total Expenditures	FY05 M/WBE Benchmark	MBE Expenditures	WBE Expenditures	FY05 Expenditures (Col. 3+4)	VARIANCE (Col. 5-2)
Department of Housing and Community Development	\$38,246,403	\$8,467,395	\$4,589,568	\$2,870,175	\$7,459,743	-\$1,007,652
<b>TOTAL</b>	<b>\$38,246,403</b>	<b>\$8,467,395</b>	<b>\$4,589,568</b>	<b>\$2,870,175</b>	<b>\$7,459,743</b>	<b>-\$1,007,652</b>

Department of Housing and Community Development FY05 DESIGN EXPENDITURES						
	1	2	3	4	5	6
	FY05 Total Expenditures	FY05 M/WBE Benchmark	MBE Expenditures	WBE Expenditures	FY02 Expenditures (Col. 3+4)	VARIANCE (Col. 5-2)
Department of Housing and Community Development	\$6,226,158	\$1,812,941	\$1,432,016	\$252,046	\$1,684,062	-\$128,879
<b>TOTAL</b>	<b>\$6,226,158</b>	<b>\$1,812,941</b>	<b>\$1,432,016</b>	<b>\$252,046</b>	<b>\$1,684,062</b>	<b>-\$128,879</b>

**DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT  
AFFIRMATIVE MARKET PROGRAM  
FY05 EXPENDITURE REPORT  
CONSTRUCTION AND DESIGN AWARDS**

Department of Housing and Community Development						
FY05 CONSTRUCTION AWARDS						
	1	2	3	4	5	6
	FY05 Total Awards	FY05 M/WBE Benchmark	MBE Awards	WBE Awards	FY05 Awards (Col. 3+4)	VARIANCE (Col. 5-2)
Department of Housing and Community Development	\$42,962,725	\$4,362,347	\$6,719,565	\$231,415	\$6,950,980	\$2,588,633
<b>TOTAL</b>	<b>\$42,962,725</b>	<b>\$4,362,347</b>	<b>\$6,719,565</b>	<b>\$231,415</b>	<b>\$6,950,980</b>	<b>\$2,588,633</b>

Department of Housing and Community Development						
FY05 DESIGN AWARDS						
	1	2	3	4	5	6
	FY05 Total Awards	FY05 M/WBE Benchmark	MBE Awards	WBE Awards	FY02 Awards (Col. 3+4)	VARIANCE (Col. 5-2)
Department of Housing and Community Development	\$2,716,928	\$193,635	\$445,000	\$669,500	\$1,114,500	\$920,865
<b>TOTAL</b>	<b>\$2,716,928</b>	<b>\$193,635</b>	<b>\$445,000</b>	<b>\$669,500</b>	<b>\$1,114,500</b>	<b>\$920,865</b>

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# MASSHOUSING

## GOODS & SERVICES

# MASSHousing

## Message from the Executive Director

*"MassHousing has demonstrated a long history of successful achievement in the area of equal opportunity and remains firmly committed to developing a level playing field for individuals and companies competing for MassHousing-generated business. Minority business enterprises and women business enterprises have long been underrepresented in the housing and management industry. In fiscal year 2005, MassHousing continued to make a significant commitment of personnel and financial resources to develop and implement an affirmative action strategy, which promotes procurement and contracting opportunities for minority and women business across all areas of the Agency. In FY2005, MassHousing exceeded its goals for the utilization of minority-owned business."*

Thomas R. Gleason  
Executive Director

## Mission Statement

MassHousing offers a variety of financial resources to promote decent, safe and affordable housing throughout the Commonwealth. Since its creation in 1966, it has provided more than \$8.7 billion to finance more than 69,000 apartments and more than 44,000 home mortgages throughout the state. MassHousing's programs also enable lenders to increase their investment in affordable mortgage and bond programs, and developers to maximize new business opportunities in niche market areas. MassHousing's commitment to challenge traditional lending practices combines innovation with sound business practices – a philosophy that reinforces the Agency's position as the leader in affordable housing finance in Massachusetts.

## FY05 MBE Narrative

The Agency's Compliance & Diversity Division is responsible for monitoring compliance of MassHousing's initiatives. In keeping with the Commonwealth's Affirmative Market Program's mandates for fiscal year 2005, MassHousing made a commitment to benchmark \$687,358 for Minority Business Enterprise (MBE) participation. MassHousing expended a total of \$908,135 for the Agency's procurement of goods and services. MassHousing exceeded its benchmark goal by \$220,777 or 32% with MBE SOMWBA-certified contractors.

## FY05 WBE Narrative

For Women Business Enterprise vendors, the Agency benchmarked a goal of \$406,558. The Agency expended \$360,951, with SOMWBA-certified Women Business Enterprise (WBE) and Minority/Women Business Enterprise (M/WBE) vendors. This was below the WBE benchmark goal at a negative variance of \$45,607.

The decrease in the WBE numbers reflects, in part, the continuing impact of the loss of a large M/WBE security contract. Also, other Agency divisions did not obtain sufficient new women business vendors to offset this decline. Going forward, the Agency is seeking to utilize a broader array of minority and women vendors.

## **MassHousing Construction Projects - Statewide**

For FY2005, MassHousing had 15 projects under construction with a total of \$141,000,137 dollars awarded. Of this amount, \$39,400,668 or 28% were awarded to MBEs and \$17,960,130 or 13% were awarded to WBEs.

## **MassHousing Portfolio Properties Statewide FY'05 MBE Utilization**

Of the 467 developments in MassHousing's portfolio reporting during FY2005, a total of \$167,000,000 was expended for supplies, equipment and services across the state. Of this total dollar amount, \$29,400,000 or 17% were attributed to MBE expenditures and \$15,000,000 or 9% to WBE expenditures.

## **Compliance and Diversity Division Accomplishments and Initiatives**

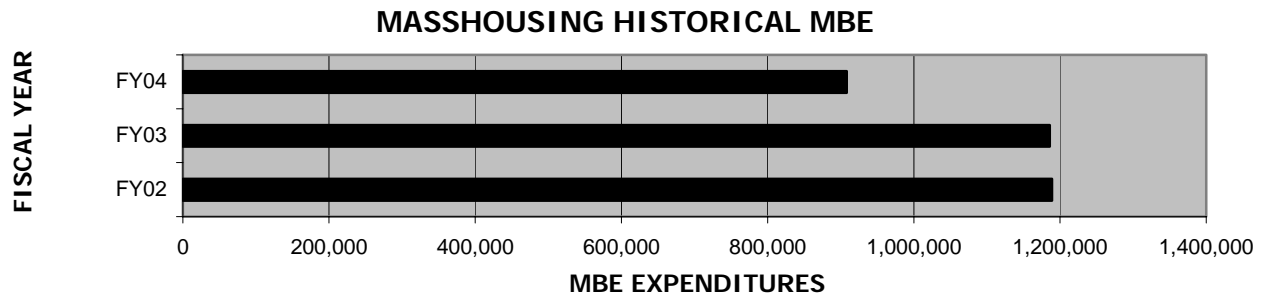
1. Hosted the 15<sup>th</sup> Annual MBE/WBE Trade Fair. The Trade Fair provides M/WBEs the opportunity to network and market their businesses to the property managers and general contractors who attend.
2. Sponsored a Pre-Trade Fair Vendor Workshop for MBEs and WBEs planning to exhibit at the Trade Fair.
3. Provided one-on-one technical assistance and provide the names of successful M/WBE companies to management companies that are having difficulty meeting their MBE and WBE goals.
4. Provided Small Business Capacity Building Workshops. These workshops are designed to help M/WBEs increase:
  - Bonding capacity
  - Gain Access to capital
  - Ability to obtain their Certification
  - Bidding and estimating capabilities
  - Financial management ability
  - Knowledge of the types of business insurance needed
  - Business marketing effectiveness
5. Collaborated with the Agency's Division Directors in order to be notified in advance of all RFPs to be issued for the purpose of identifying and recruiting qualified MBE and WBE bidders.
6. Developed an M/WBE utilization report through the EIS system so that individual managers can monitor their own M/WBE utilization.
7. Developed a strategic approach to provide technical assistance to help bring MBE and WBE security companies into a competitive posture to be able to bid on future.

## MASSHOUSING

### Historical Spending Trend Minority Business Enterprises (MBEs)\*

#### MassHousing

	FY03	FY04	FY05
MassHousing	\$1,185,931	\$1,356,703	\$908,135
<b>Total</b>	<b>\$1,185,931</b>	<b>\$1,356,703</b>	<b>\$908,135</b>

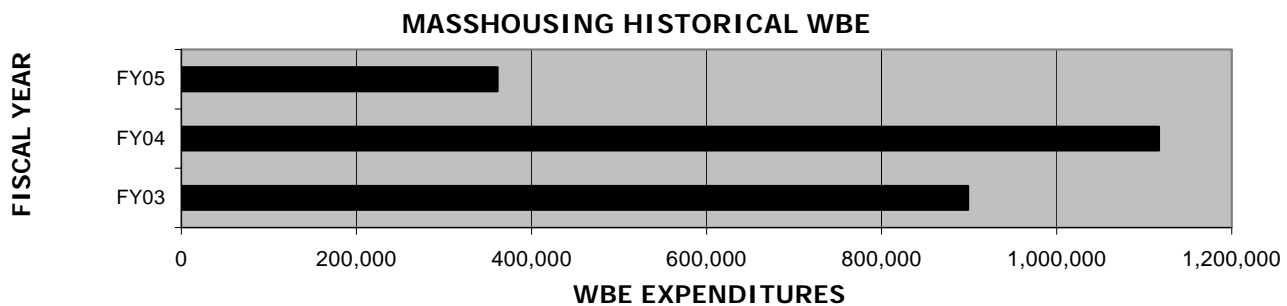


## MASSHOUSING

### Historical Spending Trend Women Business Enterprises (WBEs)\*

#### MassHousing

	FY03	FY04	FY05
MassHousing	\$898,897	\$1,116,821	\$360,951
<b>Total</b>	<b>\$898,897</b>	<b>\$1,116,821</b>	<b>\$360,951</b>



*\*Please note: Expenditure dollars for Minority Women Business Enterprises are counted in both Women and Minority Business categories.*

**MASSHOUSING  
AFFIRMATIVE MARKET PROGRAM  
FY05 EXPENDITURE REPORT  
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE MASSHOUSING								
	FY05	2Yr (03/04)	FY05	FY05 MBE	Final	Sub- Contractor Payments	Total FY05	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
MassHousing	\$11,122,846	\$1,271,317	(\$583,959)	\$687,358	\$908,135		\$908,135	\$220,777
<b>TOTAL</b>	<b>\$11,122,846</b>	<b>\$1,271,317</b>	<b>(\$583,959)</b>	<b>\$687,358</b>	<b>\$908,135</b>	<b>\$0</b>	<b>\$908,135</b>	<b>\$220,777</b>

WOMEN BUSINESS ENTERPRISE MASSHOUSING								
	FY05	2Yr (03/04)	FY05	FY05 MBE	Final	Sub- Contractor Payments	Total FY05	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
MassHousing	\$11,122,846	\$1,007,859	(\$601,301)	\$406,558	\$360,951		\$360,951	(\$45,607)
<b>TOTAL</b>	<b>\$11,122,846</b>	<b>\$1,007,859</b>	<b>(\$601,301)</b>	<b>\$406,558</b>	<b>\$360,951</b>	<b>\$0</b>	<b>\$360,951</b>	<b>(\$45,607)</b>



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MASSHOUSING

CONSTRUCTION  
&  
DESIGN

**MASSHOUSING  
AFFIRMATIVE MARKET PROGRAM  
FY05 EXPENDITURE REPORT  
CONSTRUCTION AND DESIGN EXPENDITURES**

MASSHOUSING						
FY05 CONSTRUCTION EXPENDITURES*						
	1	2	3	4	5	6
	FY05 Total Expenditures	FY05 M/WBE Benchmark	MBE Expenditures	WBE Expenditures	FY05 EXPENDITURES (Col.3+4)	VARIANCE (Col.5-2)
MassHousing**	\$104,124,197		\$26,822,597	\$11,464,720	\$38,287,317	\$38,287,317
<b>Total</b>	<b>\$104,124,197</b>		<b>\$26,822,597</b>	<b>\$11,464,720</b>	<b>\$38,287,317</b>	<b>\$38,287,317</b>

\*\*MassHousing Portfolio Construction Expenditures Data Only

MASSHOUSING						
FY05 DESIGN EXPENDITURES*						
	1	2	3	4	5	6
	FY05 Total Expenditures	FY05 M/WBE Benchmark	MBE Expenditures	WBE Expenditures	FY05 EXPENDITURES (Col. 3+4)	VARIANCE (Col.5-2)
MassHousing***	\$0		\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$0</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

\*\*\*MassHousing/HUD Demonstration Design Data Only

*\*Please note: Expenditure dollars for Minority Women Business Enterprises are counted in both Women and Minority Business categories.*

# **MASSHOUSING** **AFFIRMATIVE MARKET PROGRAM** **FY05 EXPENDITURE REPORT** **CONSTRUCTION AND DESIGN AWARDS**

MASSHOUSING SUMMARY						
FY05 CONSTRUCTION AWARDS*						
	1	2	3	4	5	6
	FY05 Total Total Awards	FY05M/WBE Benchmark	MBE Awards	WBE Awards	FY05 Awards (Col.3+4)	VARIANCE (Col.5-2)
MassHousing**	\$152,944,867		\$42,380,306	\$18,294,397	\$60,674,703	\$60,674,703
<b>TOTAL</b>	<b>\$152,944,867</b>		<b>\$42,380,306</b>	<b>\$18,294,397</b>	<b>\$60,674,703</b>	<b>\$60,674,703</b>

\*\*MassHousing Portfolio Construction Awards Only

STATEWIDE SUMMARY						
FY05 DESIGN AWARDS*						
	FY05 Total Awards	FY05 M/WBE Benchmark	MBE Awards	WBE Awards	FY 02 Awards (Col.3+4)	VARIANCE (Col.5-2)
MassHousing***	\$0		\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

\*\*\*MassHousing/HUD Demonstration Design Data Only

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# APPENDIX

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## APPENDIX A

# AFFIRMATIVE MARKET PROGRAM BUSINESS ADVISORY BOARD

## **AMP BUSINESS ADVISORY BOARD**

### **Historical Background:**

The Affirmative Market Program (AMP) currently housed at OSD, was established in August of 1996 through Executive Order 390 as signed by then Governor Weld and Lt. Governor Cellucci "Establishing an Affirmative Market Program in Public Contracting". It establishes a policy to promote the award of state contracts in a manner that develops and strengthens certified Minority and Women Business Enterprises (M/WBEs).

In establishing Executive Order 390 the "Commonwealth has affirmed responsibility to develop and maintain equitable practices and policies in the public marketplace." The hearings and investigations that both the Massachusetts Commission Against Discrimination and the Executive Office of Transportation and Construction conducted produced the documentation necessary to demonstrate the purpose for Executive Order 390. Therefore all executive offices, agencies, departments, boards, and commissions of the Commonwealth are directed to implement the narrowly tailored Affirmative Market Program.

Subject to the approval of the Secretary of Administration and Finance or his/her designee all participating state agencies and authorities shall set annual benchmarks for spending with certified minority- and women-owned businesses. A diverse business community strengthens the economy and is beneficial to all of the citizens of the Commonwealth of Massachusetts.

### **Mission:**

To assist the Commonwealth and its AMP participating entities in maintaining the objectives of Executive Order 390. In doing so, the AMP Business Advisory Board would be responsible for providing input, which would represent the interests of SOMWBA certified vendors. Board involvement would include, but is not limited to, feedback and input in an advisory capacity and through participation in quarterly meetings or as needed.

### **Purpose:**

The Business Advisory Board will make contributions to the program for the purpose of improving performance of AMP targets by the certified vendor community and state entities. The Business Advisory Board will serve the program directors by advising, informing and cultivating a partnership to maximize participation of minority- and women-owned businesses in the state contracting system.

### **Criteria for Selection:**

The Secretary for Administration and Finance, the State Procurement Agent and the Affirmative Market Program Executive Director will nominate potential members of the Board. Business Advisory Board members will be those minority- and women-owned, state-certified businesses participating in the Affirmative Market Program, community based programs whose mission includes the concerns of minority- and women-owned businesses, or other entities that represent the interests of minority- and women-owned businesses. All participants should be familiar with the Affirmative Market Program, Executive Order 390, and the state procurement process.

State certified businesses should maintain in good standing their certification status as mandated by EO 390 and meet all compliance of their certification requirements.

**Responsibilities:**

All qualified participants will be requested to commit to a one-year membership to the Board to be extended at the discretion of the Executive Director. Board members must commit to:

- Attend quarterly meetings and any other meetings set by program director.
- Perform in the best interest of the AMP.
- Use discretion on matters discussed at meetings.
- Partner with program Executive Directors to assist in AMP agenda and objectives.
- Provide resources, information and advice to AMP directors.
- Maintain knowledge of current procurement regulations and procedures.
- Maintain state certification status, if applicable.
- Perform assigned tasks.

## AFFIRMATIVE MARKET PROGRAM BUSINESS ADVISORY 2006

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## APPENDIX B

### EXECUTIVE ORDER 390

***"ESTABLISHING AN  
AFFIRMATIVE MARKET PROGRAM  
IN PUBLIC CONTRACTING"***

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## **EXECUTIVE ORDER 390**

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# **AFFIRMATIVE MARKET PROGRAM IN PUBLIC CONTRACTING**



THE COMMONWEALTH OF MASSACHUSETTS  
Executive Department  
State House Boston 02133  
(617) 727-3600

ARGEO PAUL CELLUCCI  
GOVERNOR

CHARLES D. BAKER  
SECRETARY

By His Excellency

WILLIAM F. WELD  
GOVERNOR

EXECUTIVE ORDER NO. 390

ESTABLISHING AN AFFIRMATIVE MARKET PROGRAM  
IN PUBLIC CONTRACTING

WHEREAS, The Commonwealth has an affirmative responsibility to develop and maintain equitable practices and policies in the public marketplace;

WHEREAS, a diverse business community strengthens the state economy and is beneficial to all of the citizens of the Commonwealth;

WHEREAS, in 1990, the Massachusetts Commission Against Discrimination conducted hearings and investigations which documented a history of discrimination against minorities and women in the Commonwealth, and in 1994, the Executive Office of Transportation and Construction produced a Disparity Study which documented a history of discrimination against minority and women owned businesses, in which the Commonwealth's agencies were participants;

WHEREAS, this discrimination against minorities and women currently affects the utilization of minority and women owned businesses in state contracting;

WHEREAS, the Commonwealth has a compelling interest in redressing the effects of past discrimination through the utilization of the available and qualified pool of minority and women owned businesses;

NOW, THEREFORE, I, WILLIAM F. WELD, Governor of the Commonwealth of Massachusetts, by virtue of the authority vested in me as Supreme Executive Magistrate, and Lieutenant Governor ARGEO PAUL CELLUCCI, do hereby order as follows:

**Section 1. Declaration of Policy** .It is the policy of the Commonwealth to promote equality in the market and, to that end, to encourage full participation of minority and women owned businesses in all areas of state contracting, including contracts for construction, design, goods and services.

**Section 2. Affirmative Market Plans**. The Commonwealth has a compelling interest in using racial and gender based classifications for the purposes of remedying past discrimination and promoting other, non-remedial objectives such as the delivery of effective human services in the areas of public health, safety and welfare.

Subject to the approval and direction of the Secretary of Administration and Finance, all executive offices, agencies, departments, boards and commissions of the Commonwealth (hereinafter referred to as "Agency" or "Agencies") are hereby directed to implement the narrowly tailored affirmative market program set forth in this Executive Order which shall include race and gender conscious goals where necessary to eliminate disparity between minority or women owned businesses (M/WBEs) and other business entities in the relevant market, defined as the Commonwealth of Massachusetts.

For purposes of this Executive Order, "minority" shall be defined as a permanent resident of the U.S. operating a business within the Commonwealth who is black, Western Hemisphere Hispanic, Asian, American Indian, or Cape Verdean, and a "Minority Business Enterprise" (MBE) as a minority business certified by the State Office of Minority and Women Business Assistance (SOMWBA) or another state Agency. A "Woman Business Enterprise" (WBE) shall be a business certified as such by SOMWBA or another state Agency.

Goals for M/WBE participation in state funded contracts shall be based upon the broadest and most inclusive pool of available M/WBEs capable of performing the contracts and interested in doing business with the Commonwealth in the areas of construction, design, goods and services. SOMWBA, or its successor, shall create and maintain a current directory of certified M/WBEs which will serve as one source of information in determining the pool of available M/WBEs. Goals shall be established by the Secretary of Administration and Finance, or his/her designee, and shall be expressed as overall annual program goals, applicable to the total dollar amount of an Agency's contracts awarded during the fiscal year for each of the Agency's types of contracts. The goals established in Section 1.2 of Executive Order 237 shall remain in effect until revised goals are developed pursuant to this Executive order, which shall occur promptly, but in no event later than January 1, 1997. Goals developed pursuant to this Executive Order shall be revised as necessary for the fiscal year beginning July 1, 1997 and at least every two years thereafter.

The Secretary of Administration and Finance, or his/her designee, shall develop a procedure by which Agencies may, for an individual contract, adjust the goals for M/WBE participation (whether the goals are established pursuant to Executive Order 237 or pursuant to this Executive Order) based upon actual availability, geographic location of the project, the contractual scope of work or other relevant factors.

The Secretary of Administration and Finance, or his/her designee, shall develop a good faith efforts waiver procedure by which Agencies may determine, at any time prior to the award of the contract, that compliance with the goals is not feasible and by which Agencies may reduce or waive the goals for an individual contract.

Recognizing the importance of joint ventures and partnerships involving M/WBEs in increasing the participation of M/WBEs in state contracting, the Secretary of Administration and Finance, or his/her designee, shall develop guidelines and procedures for Agencies to follow in contracting with such entities. Such guidelines and procedures shall seek to encourage the development of joint ventures and partnerships for the purpose of contracting with the Commonwealth.

In connection with the affirmative market program, SOMWBA shall regularly review and, where necessary, modify its certification process to ensure that it operates effectively, and shall report annually to the Secretary of Administration and Finance.

**Section 3. Capacity Development.** The Massachusetts Office of Business Development (MOBD), or its successor, is hereby designated the state Agency responsible for providing a capacity development program to M/WBEs and other interested businesses seeking to do business with the Commonwealth. The capacity development program shall include, but is not limited to, the following core areas of business development: strategic planning, financial management planning, human resource-management and planning, information technology access and management, and . marketing.

MOBD shall report annually to the Secretary of Administration and Finance on its progress in assisting M/WBEs and other businesses.

Contracting Agencies of the Commonwealth shall supplement the capacity development program provided by MOBD with industry specific assistance, training, education and procurement information.

**Section 4. Program Oversight, Enforcement and Reporting Requirements.**The Secretary of Administration and Finance shall be responsible for the overall management, monitoring and enforcement of the program established pursuant to this Executive Order. A Program Director shall be designated within the Executive Office of Administration and Finance to assist in program development, coordination and compliance. A Director of Enforcement shall be designated within the Executive Office of Administration and Finance with responsibility for monitoring contract compliance across all Agencies, addressing potential program violations and coordinating Agency enforcement activities with SOMWBA and the Attorney General.

Each Secretary and Agency head shall designate a highly placed individual charged with management of this program. Each Secretary and Agency head may designate such other personnel as they deem necessary to support the implementation, monitoring and enforcement of this program and the coordination of those functions. Each Secretariat shall ensure that Agencies establish, subject to guidelines developed by the Secretary of Administration and Finance or his/her designee, special provisions that serve as governing standards for contract compliance. It is the intention of this Executive Order that the principles underlying the affirmative market program be incorporated into the fabric of general management in state government.

Each Secretariat shall report annually to the Secretary of Administration and Finance on the effectiveness of the program, including a report of the total dollar amounts awarded and actually paid to M/WBEs in all areas of state contracting. The Secretary of Administration and Finance shall report annually, within ten weeks of the issuance of the Annual Financial Report by the Office of the Comptroller, to the Minority and Women Business Enterprise Oversight Committee established by this Executive order and to the Governor.

**Section 5.Minority and Women Business Enterprise Oversight Committee.** The Secretary of Administration and Finance shall appoint a Minority and Women Business Enterprise Oversight Committee, not to exceed twenty members, which shall assist the Secretary in the implementation of this Executive order. Oversight Committee members shall serve for two year terms, except that in the initial appointments, one half shall be appointed to one year terms, and one half shall be appointed to two year terms. Members may serve a maximum of three (3) full two year terms.

**Section 6.Independent Authorities and Public Institutions of Higher Learning.** Independent authorities and public institutions of higher learning are encouraged to adopt M/WBE policies and programs consistent with this Executive Order.

**Section 7.Sunset Provision.** The Executive Office for Administration and Finance shall review the program described in this Executive Order at least every five years. The review shall determine: whether the objectives are being met; whether the conditions giving rise to the Order continue to exist; whether race and gender neutral measures are capable of addressing the effects of discrimination without the other measures specified in the order; and whether the program described in the Order should be modified or sunsetted.

Section 8. Effective Date. With the exception of the goal component of the affirmative market program, as set forth in Section 2 of this Executive order, all provisions of this Executive Order are effective immediately. The goal component of Order 237, as set forth in Section 1.2 of Executive Order 237, shall remain in effect until revised goals - are developed pursuant to Section 2 of this Executive Order, but in no event shall it remain in effect beyond January 1, 1997. All other provisions of Executive Order 237 are hereby immediately revoked.

Given at the Executive Chamber in Boston this 6<sup>th</sup> day of August in the year one thousand nine hundred and ninety-six.

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William F. Weld, Governor  
Commonwealth of Massachusetts

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Argeo Paul Cellucci, Lieutenant Governor  
Commonwealth of Massachusetts

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William Francis Galvin  
Secretary of the Commonwealth

**GOD SAVE THE COMMONWEALTH OF MASSACHUSETTS**

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## APPENDIX C

### AFFIRMATIVE MARKET PROGRAM

### PROCUREMENT LANGUAGE



# AFFIRMATIVE MARKET PROGRAM PROCUREMENT LANGUAGE

## AFFIRMATIVE MARKET PROGRAM

**Refresh Date: November 1, 2005**

This document sets forth the guidance pertaining to the Affirmative Market Program (AMP) for incidental purchases, small procurement and large procurements. The requirement of an Affirmative Market Program (AMP) Plan for large procurements is covered in depth.

### Affirmative Market Program for Incidental Purchases

An incidental purchase is defined as a one-time, non-recurring, unanticipated need for commodities and/or services with a total dollar value of up to \$5,000. As authorized under M.G.L. c. 7, s. 22, regulation 801 CMR 21.05(1) recognizes the fact that conducting a competitive procurement for certain types of purchases is neither cost-effective nor an efficient use of administrative and staff resources. Therefore, to maximize available resources, encourage best value in purchasing practices and support timeliness, some purchases may be considered incidental in nature. Pursuant to Executive Order 390, agencies should always consider using SOMWBA certified Minority- and Women-Owned Business Enterprises (M/WBE) for incidental purchases. A listing of SOMWBA certified businesses is located at [www.mass.gov/somwba](http://www.mass.gov/somwba). These purchases would assist the agency in reaching their annual Affirmative Market Program benchmarks.

### Affirmative Market Program Requirement for Small Procurements

Departments must include at least one SOMWBA certified M/WBE firm (if available for the commodity or service being procured) when distributing the RFR for a small procurement (greater than \$5,000 and equal to or less than \$50,000) if it is not posted on Comm-PASS. To meet this requirement, departments must coordinate their procurement efforts with their Affirmative Market Program Coordinators.

*Note:* The requirement to include one M/WBE in the distribution if the RFR is posted on Comm-PASS is waived because all M/WBEs have the opportunity to view and respond to the RFR.

These steps are recommended:

- Include the department's AMP Coordinator in the selection of the bidders and the bidding process.
- When sending the RFR to the minimum three bidders, use the SOMWBA certified business list at [www.mass.gov/somwba](http://www.mass.gov/somwba) or the OSD-AMP statewide contract certified vendor list at [www.mass.gov.amp](http://www.mass.gov.amp) to obtain the required M/WBE candidate.
- Include the *Affirmative Market Program (AMP) Plan Form* (described in this document) in the RFR. Although this form is not required for small procurements, it can be a productive tool to inform bidders about the Commonwealth's commitment to the Affirmative Market Program.
- When evaluating the response, consider the certification status of the bidder (if the procuring agency has completed thorough research to identify patterns of inequality) as agencies pursue opportunities for meeting benchmarks.

### Affirmative Market Program Requirement for Large Procurements

An Affirmative Market Program (AMP) Plan is required for large procurements. Although strongly encouraged for small procurements as well, submission of an AMP Plan is mandated only for large procurements over \$50,000. To assist and encourage bidders' participation in the Affirmative Market Program (AMP), the plan

must be evaluated at 10% or more of the total evaluation. The department has the discretion to require at least two or more components of the AMP Plan (subcontracting, growth and development, ancillary uses, past performance, or other creative initiatives) in order for a bidder to receive total scoring. Departments may award additional points (5% or more) to SOMWBA certified bidders, provided it has concluded, through documented research, that there is an under-utilization of and discrimination against M/WBEs in the procurement area, as evidenced by a disparity study, and that the department has crafted a narrowly tailored plan aimed at correcting any detected disparity. Reference materials that could be included in the research include department historical use of M/WBEs in the commodity or service being procured, utilization studies, availability analysis, public hearings and other anecdotal evidence that documents a history of under-utilization of and discrimination against M/WBEs.

The following sections contain Affirmative Market Program (AMP) Plan guidance, including planning, exemptions, plan components, evaluation, negotiations, implementation and monitoring. They also include guidance for setting benchmarks, a sample plan and evaluation information.

### **Planning for the Affirmative Market Program Plan in a Procurement**

**Agencies are directed to implement a narrowly tailored AMP. The following steps are important considerations when developing AMP language in an RFR:**

- Include AMP Coordinators or their designees as PMT participants or advisors.
- Research the SOMWBA certified vendor pool availability, industry capacity and climate.
- Determine an appropriate AMP approach.
- Require a formal Affirmative Market Program Plan from all bidders (for large procurements).
- Identify compliance and reporting methodologies.
- Determine how the AMP Plan will be evaluated (10% of the total evaluation is the required minimum for large procurements).
- Include additional weight of 5% **or more** for SOMWBA certified businesses if an agency has determined through documented research that a disparity exists and that additional weight would correct this disparity.
- Negotiate the AMP Plan with the selected bidders before contract signing.

*Note:* A copy of EO390 is attached to this document. In addition, a directory of SOMWBA certified firms is available via the Internet at [www.mass.gov/somwba](http://www.mass.gov/somwba). A Minority Business Enterprise (MBE) or a Woman Business Enterprise (WBE) is defined as a business that has been certified as such by the State Office of Minority and Women Business Assistance (SOMWBA).

Minority- and Women-Owned firms that are not currently SOMWBA certified but would like to be considered as an M/WBE for an RFR should apply for certification. An application is available, and should be filed with SOMWBA in order to be considered as such during the evaluation process. Documentation of having applied for SOMWBA certification must be included as part of the bidder's response. For further information on SOMWBA certification, contact the State Office of Minority and Women Business Assistance at (617) 973-8692 or via the Internet at [www.mass.gov/somwba](http://www.mass.gov/somwba). Other resources are available to M/WBE firms that may qualify for SOMWBA certification at [www.mass.gov/amp](http://www.mass.gov/amp).

### **Guidelines for AMP Plan Exemptions**

Although submission of an AMP Plan is required for all procurements over \$50,000, OSD recognizes that there may be unique circumstances whereby a PMT or AMP Coordinator may need to exercise some discretion in implementing this requirement. Examples of this might include procurements that result in the establishment of "qualified lists" of contractors, or in those cases where a significant number of small or individually owned and operated businesses are expected to respond to a solicitation. In these cases the PMT may determine that requiring a prospective commitment to a percentage or fixed dollar amount through subcontracting or ancillary

arrangements at the onset of the contract might discourage bidders from responding. OSD does not expect that this will happen often, but where the PMT or AMP Coordinator believes this to be the case, it may exercise some discretion in AMP Plan implementation. The PMT or AMP Coordinator may request a waiver in writing to the AMP office in those cases where a bidder can clearly document that requiring submission of an AMP Plan would present a hardship and would impede their participation in any contracting opportunity. The AMP office will respond to all waiver requests within 10 working days.

If an AMP waiver is approved and a contract signed with the bidder, all parties, including the contractor(s) identified in the waiver, the AMP coordinator and the PMT, must agree to work toward implementing a contractor specific AMP Plan during the life of the contract. The AMP director or designee may follow up periodically with agencies that have received waivers for an update and to assess the progress in implementing the plan.

### **Components of an Affirmative Market Program Plan (Including Options)**

While agencies have flexibility in determining what to request and require in an Affirmative Market Program Plan, it is the agency's responsibility to develop an approach that will result in each agency meeting its annual AMP benchmarks. When drafting the AMP Plan, agencies should determine, based on the scope of the contract and "best value" practices, the components of the AMP Plan required in a bidder's response. Agencies should keep in mind that building M/WBE capacity within all industries will allow for a larger pool of qualified bidders in the future.

The AMP RFR methodology used here is a guideline meant to address items in an AMP Plan. It should be adapted to fit the specific needs of each RFR and contract. Higher evaluation points should clearly be awarded to AMP Plans that show more initiatives, use of certified vendors in the primary industry (defined as the industry directly related to the specified contract), subcontracting expenditure commitments and partnerships for the purpose of contracting with the Commonwealth of Massachusetts.

Agencies have the flexibility to select all or some of the following components for inclusion in the required AMP Plan:

- Subcontracting: Bidders may be asked to include expenditure (benchmark) commitments and copies of subcontracting agreements (which are required, please see the *AMP Plan Form*), Memorandums of Understanding or otherwise binding commitments between the bidder and certified M/WBE firms.
- Growth and Development: Bidders may be asked to submit a plan (benchmark or commitment) for education, training, mentoring, resource sharing, joint activities, and assistance in attaining SOMWBA certification that would increase industry capacity and the pool of qualified SOMWBA certified companies. Other creative initiatives should be encouraged under this option.
- Ancillary Uses of Certified M/WBE Firm(s): Bidders may be asked to include expenditures (benchmark or commitment) for use of certified M/WBE firm(s) with or without the use of written commitments between the bidder and M/WBE firm(s). A description of the ancillary uses of certified M/WBEs, if any, must be in the AMP Plan Form.
- Past Performance: Bidders may be asked to include information on past expenditures with certified M/WBEs for the previous two years.
- Additional Incentives/Other: Agencies are encouraged to include additional incentives for bidders to commit to at least one SOMWBA certified MBE and at least one certified WBE in the submission of their AMP Plans.

### **Negotiations of the AMP Plan Before Contract Signing**

Prior to signing a contract, agencies may negotiate a benchmark or target for spending with SOMWBA certified

M/WBEs for the duration of the contract, but only to increase what was committed in the original response.

- This benchmark should be based on a reasonable and verifiable methodology within the context of their projected revenues (if available) for the new contract, the bidder's past history with M/WBE firms (if applicable), actual availability of certified M/WBEs, geographic location of the project, scope of contractual work and/or other relevant factors.
- This benchmark is a commitment by the bidder. This negotiation will **not** result in an increase in the evaluation scores for bidders. It is in the best interest of bidders to propose a comprehensive AMP Plan with their original proposal since AMP Plan evaluation scores will be based on the original proposals with possible clarifications and BAFOs (Best and Final Offer), if used.
- For bidders who have previously done business with SOMWBA certified M/WBEs, negotiations will include consideration of the bidder's expenditures with M/WBEs for the past two years and projected increases with available SOMWBA certified M/WBEs for the new contract.

### **The AMP Plan Implementation**

Agencies need to develop their own deliverables for AMP Plan implementation. The overall goal is the successful partnering between private businesses, certified vendors and the Commonwealth of Massachusetts to participate in the Affirmative Market Program.

- The PMT, AMP Coordinator or contract manager will set timelines for progress reviews for the purpose of compliance and tracking of the contractor's benchmark. Reviews will be conducted (either quarterly or semi-annually) as determined by the PMT, AMP Coordinator or contract manager. The importance for maintaining such scheduled reviews is to proactively address any issues or difficulties in a timely manner during the contract. This would allow the opportunity to set a strategic plan for M/WBE use with the contractor prior to the annual review to ensure a positive outcome of benchmark evaluations. All progress review documentation must be included in the department's procurement file.
- Contractors may be required to show gross revenues on the contract, expenditures with M/WBE firms, copies of checks to M/WBE subcontractors, current worker's compensation contributions, current unemployment insurance documentation and other information to verify progress in meeting the benchmarks. In those cases where AMP Plan commitments were proposed in a bidder's response based on expected Commonwealth revenues, and the level of Commonwealth spending is less than projected, adjustments will be considered accordingly during the contract review period. Bidders should be advised of this possibility in the RFR so as not to discourage their interest and participation in Commonwealth solicitations. Contractors should report any difficulties in meeting AMP Plan commitments to the contract manager, PMT or AMP Coordinator as soon as they occur.
- Benchmarks will be evaluated every year on the contract anniversary date or at the time of contract renewal.
- Compliance with the AMP Plan is a contractually required, material condition of the contract.

### **Guidelines for Monitoring and Enforcing Compliance of the AMP Plan**

The Executive Office for Administration and Finance (ANF) and the Operational Services Division (OSD) jointly issue the AMP portion of the RFR for use by agencies. It is the expectation that all parties act in good faith in the execution of this AMP policy. The prime contractor should immediately communicate any difficulties relative to compliance with AMP requirements to the contract manager, PMT or AMP Coordinator. Once the contract manager, PMT or AMP Coordinator has had an opportunity to make an assessment of the circumstances and issues involved, appropriate measures will be taken to address any concerns or issues of non-compliance for all parties involved. A contractor may be considered out of compliance with the AMP Plan under

certain conditions including, but not limited to, the following:

- The timeline of the benchmark is not met;
- The AMP form(s), verification(s) of certification or verification of expenditures with M/WBEs are materially incomplete by the due date or are otherwise not submitted in accordance with the contract requirements; and/or
- There is any change in or substitution to identified M/WBEs without prior notification to and approval of the contract manager or AMP Coordinator.

If the contractor or subcontractor is not in compliance with the terms agreed to in the AMP Plan, the contract manager or AMP Coordinator should work closely with the contractor to resolve any outstanding issues. This may involve informal discussions with the contractor about the specific AMP related problem and include a meeting with the contractor to discuss the issue. The contractor shall provide information as is necessary in the judgment of the contract manager, PMT or AMP Coordinator to ascertain its compliance with the terms agreed to in the AMP Plan.

If no resolution occurs and the problem continues, more formal steps should be taken, including the following:

1. Send written notice to the contractor from the contract manager, PMT or AMP Coordinator describing the problem, proposed solution and response time required. Send a copy of the notice to the PTL and OSD, if applicable.
2. Conduct follow-up meetings with the contractor.
3. Initiate formal corrective action plans with written notice from the procuring agency or OSD, as appropriate, if no resolution has occurred at this point.
4. Review invoices upon receipt for the purpose of determining whether to reject said invoices. Any rejected invoices will be returned with a written explanation for its rejection. This may occur at any time during the period of non-compliance with the AMP Plan (depending upon agency-established internal control procedures, the contract manager, PMT or AMP Coordinator and in conjunction with the responsible accounts payable person). Upon notice to the contractor, an agency may suspend a contract until a contractor has resolved the AMP non-compliance. An agency may also impose a penalty fee, upon notice, if it has statutory authority and has specified the potential for a penalty in the RFR.
5. Refer the matter to the agency's legal counsel if a contractor's poor performance in meeting their AMP Plan benchmarks is serious enough to suggest contract termination, debarment or other actions.

The contract manager, PMT or AMP Coordinator should maintain sufficient documentation of all written or verbal communication to support the actions taken to resolve any non-compliance issues with the AMP Plan.

### **Setting Benchmarks**

- To assist agencies in establishing reasonable and realistic AMP benchmarks in each contract, the following formula may be helpful. It is at the discretion of the contract manager to decide which methodology best meets his/her needs according to the specific RFR.

Prior Two Year Average M/WBE Expenditures (If Applicable)	+	Projected Additional Expenditures With M/WBE (For Each Year of the Contract)	=	M/WBE Benchmark (For Each Year of the Contract)
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- When both MBEs and WBEs are included in a bidder's AMP response, a separate benchmark should be submitted for each in order to track M/WBE usage and spending separately.
- Benchmarks are expected to increase yearly when factors allow.

- For bidders that have not previously done business with SOMWBA certified Minority- and Women-Owned Businesses (M/WBEs), benchmarks should be negotiated based on vendor pool availability of certified M/WBEs, the total contract amount, M/WBE availability, geographic location of the project, scope of contractual work or other relevant factors.
- Bidders should be encouraged to research available SOMWBA certified M/WBE vendor pools.
- The Contract Manager or Affirmative Market Coordinator will set timelines for progress reviews for the purpose of compliance and tracking of contractor's benchmark (either quarterly or mid-year). Reports from contractors will be required to show gross revenues on the contract and expenditures with certified M/WBE firms to verify progress in meeting the benchmarks. Benchmarks will be evaluated every year at the anniversary date or at the time of contract renewal.

**Sample Affirmative Market Program (AMP) Plan Form**

OSD has developed the attached sample *Affirmative Market Program (AMP) Plan Form* for use by agencies when issuing RFRs over \$50,000. Use of this specific form is not required; agencies have the flexibility to develop their own forms to capture and evaluate the AMP Plans submitted by bidders. If alternative forms are developed, the following information should, at a minimum, be requested:

- A separate AMP Plan Form for each MBE/WBE with each bidder's response to document the requirements and assist in the evaluation.
- Names, addresses, phone numbers, fax numbers, email addresses, and contact persons of SOMWBA certified M/WBE firms proposed within each AMP Plan.
- A description of each business relationship to be established and how the proposed relationship(s) will result in increased participation of SOMWBA certified M/WBEs in the delivery of commodities and services to the Commonwealth.
- The actual dollar amounts (benchmarks) or percentage of total funds, to be spent with each SOMWBA certified MBE and/or WBE firm in each twelve-month period related to the contract (if the contract duration is for more than one year). The contract manager, PMT or AMP Coordinator can request a bidder to submit a benchmark committing to an actual dollar amount or percentage of total funds.
- The actual dollar amounts spent with each MBE and/or WBE firm in the last 2 years (if applicable).
- A copy of the current SOMWBA certification letter or verification of the application that was submitted to SOMWBA for each MBE or WBE firm.

## AFFIRMATIVE MARKET PROGRAM (AMP) PLAN FORM



### Affirmative Market Program Commonwealth of Massachusetts

Pursuant to *Executive Order 390*, any contract with a potential financial benefit of \$50,000 or more requires a bidder to complete applicable sections of this form and include the required attachments for consideration in the scoring of their submission for any contracting opportunity with the Commonwealth of Massachusetts.

**Bidders must submit one form for each M/WBE AMP Relationship.**

Bidder Name:	
RFR Name/Title:	RFR Number:
Contact Name:	
Phone: (            )            -	Fax: (            )            -
Email address:	
Company Address:	
Is bidder SOMWBA certified? N/A <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Applied for certification <input type="checkbox"/>	

#### **Affirmative Market Program Partner (not bidder)**

M/WBE Contact Name:	
M/WBE Company Name:	M/WBE Company Address:
M/WBE Telephone:	M/WBE Email:

**AMP Partner's SOMWBA Certification Status.** Please Check Only One Per Form:

MBE ☐ WBE ☐ M/WBE ☐ M/W Non Profit ☐ Applied for certification ☐

Certification Expiration Date (copy of certification letter must be attached):  
\_\_\_\_\_

**Check type of business relationship here that applies to AMP Partner and complete appropriate section below (1-5):**

- ☐ 1. Subcontract: include verification of expenditure commitments and written agreement.
- ☐ 2. Growth & Development: enclose plan for education, training, mentoring, resource sharing, other initiatives.
- ☐ 3. Ancillary: submit verbal or written expenditure commitments.
- ☐ 4. Past Performance: credit for past expenditures with certified M/WBEs (for previous 2 years).
- ☐ 5. Additional Creative Initiatives: further use of at least one certified MBE and one WBE AMP Partner.

**1. Please complete this section ONLY if the business relationship is Subcontract (as defined within the**

**scope of the RFR):**

Note: All Subcontracting Partnerships **require** a written agreement between bidder & M/WBE that includes a description of all commodities or services to be acquired from subcontractor and to be presented as part of the AMP Plan submission. It is required that bidders commit a specific dollar amount or a minimum percentage of dollars earned through an awarded contract.

Committed Expenditures or Percentage Year 1:
Committed Expenditures or Percentage Year 2:
Committed Expenditures or Percentage Year 3:
Committed Total Expenditures or Percentage For All Years In the Contract

**2. Please complete this section ONLY if the business relationship is Growth & Development:**

Note: Bidders should provide a narrative here that describes your approach in building the capacity of the M/WBE, including deliverables or measurable outcomes and anticipated dates of completion which can be validated during the contract. (Attach additional pages as necessary):


Updated 11/1/05 AMF Form

Page 1



**3. Please complete this section ONLY if the business relationship is Ancillary:**

Note: Bidders should provide a description of commodities or services Ancillary AMP Partner will provide (continue on additional pages as necessary):

Committed Expenditures: Year 1: \$
Committed Expenditures: Year 2: \$
Committed Expenditures: Year 3: \$
Committed Total Spend for Use in Contract:
Description of commodities/services to be provided by Ancillary Partner:

**4. Please complete this section for consideration ONLY relating to Past Performance (or historical spending with certified M/WBEs within the last 2 years):**

List Name (s) of Certified M/WBE Vendor (s):	
Circle Certification Status of Vendor (s):    MBE        WBE        M/WBE        MNPO        WNPO	
Description of all expenditures for commodities or services (attach additional pages as necessary):	
Reporting Year:	Total Expenditure:
Reporting Year:	Total Expenditure:

**5. Please complete this section for consideration ONLY relating to any Additional Incentives:**

Please provide a description of any current creative approaches to partnering with certified businesses (attach additional pages as necessary):


**Certification:** I hereby certify under the pains and penalties of perjury that the information above is correct, to the best of my knowledge:

Signature of Authorized Signatory of Bidder:	Date:                      /                      /
Print Name:	
Title:	
Business Name:	Business Address:

## Evaluation of the AMP Plan

An agency's evaluation of the AMP Plan should be based primarily on how well it demonstrates the development and strengthening of Minority and Women Business Enterprises (M/WBEs) within the service area defined by the RFR. Participation of M/WBEs should be considered a "best value" criterion in the procurement process. The following are recommendations or guidelines that can be used as an evaluation tool and adapted to your RFR. You can make your own RFR/Evaluation components or choose other components and scores that best suit the industry and types of contractors the PMT has targeted for the contract. Thoughtful discussions within the PMT and with the AMP Coordinators will provide the best components in the AMP Plan for the particular procurement.

OSD has developed this sample evaluation grid for the AMP by component options, which includes definitions, information to request from bidders and other helpful information. Agencies should make their own evaluation-scoring sheet based on the AMP components selected for that particular RFR. Scores may be based on a poor, fair, good, very good or excellent rating, on a mathematical formula or other scoring methodology.

AMP Component Option	Definition	Bidder Submission Should Include	Additional Information	Considerations for Evaluation
1. Subcontracting with SOMWBA certified businesses	An individual, business, or organization that is SOMWBA certified and has a contract or formal written agreement to provide services and/or commodities to a Commonwealth contractor.	<ul style="list-style-type: none"> <li>Names, addresses, phone numbers, fax numbers, email addresses, and contact persons of SOMWBA certified M/WBE firms proposed within the AMP Plan.</li> <li>A description of each business relationship to be established, e.g. how the proposed relationship(s) will result in increased business and revenue to SOMWBA certified subcontractors.</li> <li>The actual dollar amounts (benchmark), to be spent with each SOMWBA certified MBE and/or</li> </ul>	Using a subcontracting approach in an AMP Plan works best when there is an available pool of qualified M/WBEs. These may be newly incorporated or developing companies that might not be in a position to compete as a prime contractor but could be a valuable subcontracting partner. Subcontractor participation should be based on the broadest and most inclusive available pool of M/WBEs. The services provided via the subcontract will be directly related to the scope of the contract. Agencies should consider and plan for how subcontracting information will be reported by the prime contractor throughout the	PMTs or AMP Coordinators should rate the bidders' responses based on the commitments made in their AMP Plan. Additional weight should be given to the responses that are proposing the greatest dollar commitment to certified M/WBEs through subcontract agreements and to those responses that commit to at least one certified MBE and one certified WBE.

AMP Component Option	Definition	Bidder Submission Should Include	Additional Information	Considerations for Evaluation
		WBE firm during the life of the contract.	contract duration. Agencies can identify potential subcontractors by using the SOMWBA certified business list at <a href="http://www.mass.gov/somwba">www.mass.gov/somwba</a> or the AMP statewide contract certified vendor list at <a href="http://www.mass.gov/amp">www.mass.gov/amp</a> .	
2. Growth and Development	A plan that addresses the education, training, mentoring, resource sharing, joint activities and general assistance, provided to M/WBEs, that will result in increased capacity in a specific industry and increases the pool of qualified SOMWBA certified companies.	<ul style="list-style-type: none"> <li>Names, addresses, phone numbers, fax numbers, email addresses, and contact persons of M/WBE firms seeking SOMWBA certification proposed within the AMP Plan.</li> <li>A description of each business relationship to be established, e.g., how the proposed relationship(s) will result in increased business and revenue to SOMWBA certified subcontractors.</li> </ul>	<p>Using a growth and development approach in an AMP Plan works best when there are little or no documented SOMWBA certified companies available to do business with the Commonwealth. This approach may be of particular value to the Commonwealth when an explicit outcome of the procurement is to begin to develop certified SOMWBA capacity within a specific geographic area or within a specific service type. Agencies should consider and plan for how growth and development information will be reported by the prime contractor (bidder) throughout the contract duration.</p> <p>A good example of this type of approach would be a procurement that requires bidders to either:</p> <ol style="list-style-type: none"> <li>Show capacity development through measurable increases in the number of certified M/WBEs within a specified area or within an industry.</li> <li>Document steady and significant growth in the annual revenue of certified M/WBEs as a result of mentoring, subcontracting arrangements, joint ventures or other approaches.</li> </ol>	PMTs or AMP Coordinators should rate the bidders' responses based on the commitments made in their AMP Plan. If growth and development activities are one of several AMP options required in the AMP Plan, the PMT should weight the criteria based on the desired result or best value. If the target is increased Commonwealth spending with certified M/WBEs immediately, then subcontracting commitment should be weighted more

AMP Component Option	Definition	Bidder Submission Should Include	Additional Information	Considerations for Evaluation
			Agencies may elect to encourage bidders to include those expenditures with M/WBEs which may not have been certified during the past two years if these M/WBEs are currently undergoing the SOMWBA certification process. Bidders would be required to submit documentation of this process and any assistance they have provided to their Minority- and Women-Owned businesses in achieving certification status.	heavily than growth and development. If, however, the goal is to develop and increase sustainable, long-term relationships and growth, then growth and development initiatives should receive the heaviest weighting.  Additional weight should also be given to the responses that are proposing the greatest dollar commitment to certified M/WBEs through growth and development activities and to those responses that commit to at least one certified MBE and one certified WBE.
3. Ancillary Service/Purchase Agreements with SOMWBA	Any use of a SOMWBA certified M/WBE with or without a written agreement. Ancillary	<ul style="list-style-type: none"> <li>Names, addresses, phone numbers, fax numbers, email addresses, and contact persons of</li> </ul>	Using an ancillary approach in an AMP Plan works best where there are limited opportunities to directly subcontract a portion	PMTs or AMP Coordinators should rate the bidder's response based on

AMP Component Option	Definition	Bidder Submission Should Include	Additional Information	Considerations for Evaluation
certified businesses	services are generally not directly related to the core services or commodity being delivered. As an example, a bidder providing counseling services who purchases office supplies or equipment maintenance from a SOMWBA certified company is an example of an ancillary agreement.	<p>SOMWBA certified M/WBE firms proposed within the AMP Plan.</p> <ul style="list-style-type: none"> <li>• A description of each business relationship to be established, e.g., how the proposed relationship(s) will result in increased business and revenue to SOMWBA certified businesses.</li> <li>• The actual dollar amounts (benchmark), to be spent with each SOMWBA certified MBE and/or WBE firm during the life of the contract.</li> </ul>	<p>of the services or commodities required under the contract but there is a sufficient pool of SOMWBA certified businesses to provide services or commodities that support the general operation of the bidder. This approach may be combined with other AMP options and may be used when the primary contractor (bidder) is looking for creative initiatives for use of certified vendors. Agencies should consider and plan for how ancillary agreement information will be reported by the prime contractor (bidder) throughout the contract duration.</p> <p>A good example of this approach is when a bidder wants to improve the local economy by building partnerships with certified vendors or a bidder wants to purchase goods and services from certified vendors in its local area that ultimately will increase Commonwealth vendor pools, capacity and community development.</p>	the commitments made in its AMP Plan. This item may help insure that the bidder's efforts are not focused primarily on one M/WBE and that maximum utilization is considered. A relatively small amount of the evaluation scoring may be appropriate here.

AMP Component Option	Definition	Bidder Submission Should Include	Additional Information	Considerations for Evaluation
4. Past Performance	A bidder's expenditures with SOMWBA certified MBEs and/or WBEs within the past two years.	<ul style="list-style-type: none"> <li>Names, addresses, phone numbers and contact persons of SOMWBA certified M/WBE firms with which the bidder has done business in the last 2 years.</li> <li>The actual dollar amounts spent with each MBE and/or WBE firm in the last 2 years (if applicable).</li> </ul>	<p>Using past performance history may be an excellent indicator of a bidder's commitment to AMP objectives. PMTs or AMP Coordinators could rate the bidders based on past business with SOMWBA certified M/WBEs. This may help ensure the bidders take the time to provide accurate M/WBE expenditures with their proposal. This in turn provides the basis for a realistic benchmark.</p> <p>Agencies may elect to encourage bidders to include those expenditures with M/WBEs which may not have been certified during the past two years if these M/WBEs are currently undergoing the SOMWBA certification process. Bidders would be required to submit documentation of this process and any assistance they have</p>	A relatively small amount of the evaluation scoring may be appropriate here but there should be some positive weight given for past year commitments.

AMP Component Option	Definition	Bidder Submission Should Include	Additional Information	Considerations for Evaluation
			provided their Minority- and Women-Owned business in achieving certification status.	
5. Additional Incentives/Other	In addition, agencies are encouraged to include further incentives for bidders to commit to at least one SOMWBA certified MBE and at least one SOMWBA certified WBE in each AMP Plan.	<ul style="list-style-type: none"> <li>• A description of bidder capacity or use of these M/WBEs should be included in the AMP Plan.</li> <li>• A description of the type of business relationship to be established, e.g. how the proposed relationship(s) will result in increased business opportunities and revenue to SOMWBA certified or eligible contractors.</li> </ul>	Including this approach in an AMP Plan allows for creativity in the inclusion of at least one Minority-Owned and one Women-Owned business in the submission of an AMP Plan. This approach will also assist in ensuring equitable outreach by bidder to both types of certified businesses.	PMTs or AMP Coordinators should rate the bidder's response based on the commitments made in their AMP Plan. This item may help insure that the bidder's efforts are not focused primarily on only one certified vendor and that consideration is given to all possible partnerships. A relatively small amount of the evaluation scoring may be appropriate here.

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## APPENDIX D

# AFFIRMATIVE MARKET PROGRAM COORDINATOR JOB DESCRIPTION



## **AFFIRMATIVE MARKET PROGRAM COORDINATOR JOB DESCRIPTION**

1. Develops and coordinates the agency's Affirmative Market Program (AMP) objectives pertaining to expenditures with Minority and Women Business Enterprises (M/WBE) in the areas of goods, services, construction and design; and monitors contract and procurement language in order to ensure effective operation and compliance with Executive Order 390. Initiates and follows through on any necessary remedial actions for compliance.
2. Establishes benchmark objectives for agency or department based on the average of the previous two years of M/WBE expenditures added to the projected annual increase.
3. Secures approval of fiscal benchmark objectives (targets) from the agency head, and coordinates with the chief financial officer on the distribution of the goals to the appropriate managers and staff.
4. Maintains a current list of ready and willing SOMWBA certified vendors available to contract with state entities. Distributes the list and immediately notifies appropriate managers and staff of any changes.
5. Regularly monitors the SOMWBA and Comm-PASS web pages for updates and instructs appropriate managers and staff on how to use these resources.
6. Provides resources, information and guidance to appropriate managers and staff regarding AMP mandates.
7. Maintains knowledge of current procurement language, regulations and procedures, including those issued by the Operational Services Division (OSD) relating to the Request for Response (RFR) process.
8. Provides regular written reports to upper management on AMP activity, highlighting year-to-date progress toward meeting or exceeding benchmark objectives.
9. Develops, oversees, and coordinates the data-gathering and data-analysis systems necessary to produce reports required by Executive Order 390.
10. Develops a department narrative for the AMP Secretariat Coordinator to be incorporated as part of the Secretariat Narrative and included in the AMP's Annual Report, including data that measures performance against stated goals and objectives.
11. Actively participates in all AMP related activities throughout the fiscal year including but not limited to monthly Coordinators' meetings.

### **CABINET SECRETARIAT COORDINATORS:**

12. Supervises AMP Coordinators of agencies that fall under their Executive Office including the establishment of the structure and timing of regular written reports that measure the agencies' performance toward meeting established benchmark objectives.
13. Prepares the annual AMP narrative for the Executive Office that consolidates the narratives of the secretariat's agencies, and includes research and analysis evaluating each agency's performance based upon their benchmark achievement. Identifies secretariat wide barriers and makes recommendations to appropriate agency staff and AMP directors.

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## APPENDIX E

# AFFIRMATIVE MARKET PROGRAM STATEWIDE COORDINATOR CONTACT LIST

**Affirmative Market Program  
Statewide Coordinator  
FY06 Contact List**

<b>Office of the Governor</b>					<b>Tel</b>	<b>Fax</b>	<b>Email</b>
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<b>EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE</b>							
<b>EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE</b>					<b>Tel</b>	<b>Fax</b>	<b>Email</b>
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Karen Dillard	State House, Room 373	Boston	MA	02108	617-727-2040	617-727-2050	Karen.Dillard@fad.state.ma.us
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<b>Bureau of State Office Buildings</b>							
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<b>Civil Service Commission</b>							
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<b>George Fingold Library</b>							
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<b>Department of Revenue</b>							
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<b>Office of the State Comptroller</b>							
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<b>Public Employee Retirement Administration Commission</b>							
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<b>Public Access Board</b>							
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<b>The Commissioner's Office</b>							
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<b>Riverways Program</b>							
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<b>Department of Conservation and Recreation (includes Division of Urban Parks and Recreation, Division of Water Supply Protection, and Division of State Parks and Recreation)</b>							
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#### EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES

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<b>Massachusetts Commission for the Deaf and Hard of Hearing</b>							
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<b>Massachusetts Office for Refugees and Immigrants</b>							
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<b>Commission on Veterans' Services</b>							
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					Tel	Fax	Email
<b>Criminal Justice Training Council</b>							
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Cheri Lee <b>Department of Public Safety</b>	470 Worcester Road	Framingham	MA	01702	508-820-2148	508-820-2165	Cheri.Lee@pol.state.ma.us
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<b>Massachusetts Emergency Management Agency</b>							
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<b>Merit Rating Board</b>							
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<b>Military Division</b>							
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Rick Cappucci <b>Sex Offender Registry Board</b>	27-43 Wormwood St., Suite 300	Boston	MA	02210	617-727-3271	617-727-5047	Enrico.Cappucci@state.ma.us
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#### EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION

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<b>Executive Office</b>							
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Angela Rudikoff	10 Park Plaza, Rm. 3170	Boston	MA	02116	617-973-7047	617-973-7808	Angela.Rudikoff@mhd.state.ma.us
<b>Massachusetts Aeronautics Commission</b>							
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<b>Massachusetts Highway Department</b>							
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<b>Registry of Motor Vehicles</b>							
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# MASSACHUSETTS TURNPIKE AUTHORITY

Tel

Fax

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## Massachusetts Turnpike Authority

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# EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT

Tel

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Email

## Executive Office of Economic Development

Diana Jeong	10 Park Plaza, Suite 3730	Boston	MA	02216	617-973-8565	617-973-8566	Diana.Jeong@state.ma.us
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## Department of Business and Technology

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## Office of Consumer Affairs and Business Regulations

Chanthavy Sor	10 Park Plaza, Rm. 5170	Boston	MA	02116	617-973-8782	617-973-8798	Chanthavy.Sor@state.ma.us
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## Department of Labor, Div. of Occupational Safety

Patricia Washington	399 Washington St., 5th floor	Boston	MA	02108	617-727-3452	617-727-0726	pWASHINGTON@dos.eol.state.ma.us
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## Department of Workforce Development

Paula Cucinotta	One Ashburton Place, Rm. 2112	Boston	MA	02108	617-727-6573	617-727-1090	Paula.Cucinotta@state.ma.us
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## Board of Conciliation and Arbitration

Mary Cappadona	399 Washington Street 5th Floor	Boston	MA	02108	617-727-3466	617-727-4961	Mary.Cappadona@state.ma.us
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## Division of Career Services

## Division of Unemployment Assistance

Cynthia Ray	19 Staniford Street, 5th Floor	Boston	MA	02114	617-626-5916	617-727-6129	crayy@detma.org
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Robert A. Murphy	19 Staniford Street, 5th Floor	Boston	MA	02114	617-626-5910	617-727-6129	rmurphy1@detma.org
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## Division of Industrial Accidents

Diane Lentini	600 Washington St., 7th Floor	Boston	MA	02111	617-727-4900	617-727-6477	dianel@dia.state.ma.us
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Soledad Johndro	601 Washington St., 7th Floor	Boston	MA	02112	617-727-4900	617-727-6477	rawle.porte@state.ma.us
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Richard Morris	601 Washington St., 7th Floor	Boston	MA	02112	617-727-4900	617-727-6477	richardm@dia.state.ma.us
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## Joint Labor Management Committee

Mary Cappadona	One Ashburton Place, Rm. 610	Boston	MA	02108	617-727-9690	617-727-5786	Mary.Cappadona@state.ma.us
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## State Racing Commission

Chanthavy Sor	One Ashburton Place, Rm. 1313	Boston	MA	02108	617-727-2581	617-727-6062	Chanthavy.Sor@ASU@SCA
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Richard Mudarri	One Ashburton Place, Rm. 1313	Boston	MA	02108	617-727-2581	617-227-6062	Richard.Mudarri@suf.state.ma.us
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## Labor Relations Commission

Mary Cappadona	399 Washington Street, 4th Floor	Boston	MA	02108	617-727-3505	617-727-4402	Mary.Cappadona@state.ma.us
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# DEPARTMENT OF EDUCATION

## Department of Education

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Jonna Haffner	351 Main Street	Malden	MA	02149	781-338-3000		Jhaffner@doe.mass.edu
Donna Shannon	350 Main Street	Malden	MA	02148	781-338-6505	781-338-6590	dshannon@doe.mass.edu

## Department of Early Education and Care

Jan Avallone	600 Washington Street, R.6100	Boston	MA	02111	617-988-6647	617-626-2028	Jan.Avallone@ofc.state.ma.us
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# DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

## Department of Housing and Community Development

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# MASSHOUSING

## MassHousing

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